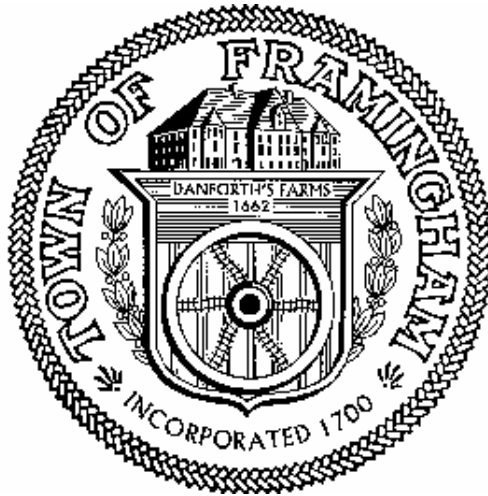


TOWN OF FRAMINGHAM

COMMUNITY DEVELOPMENT PLAN

Final Plan
June 2004



Prepared by the
Metropolitan Area Planning Council

Funded under Executive Order 418 by
Massachusetts Department of Housing and Community Development
Massachusetts Department of Economic Development
Executive Office of Transportation and Construction
Executive Office of Environmental Affairs

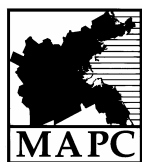
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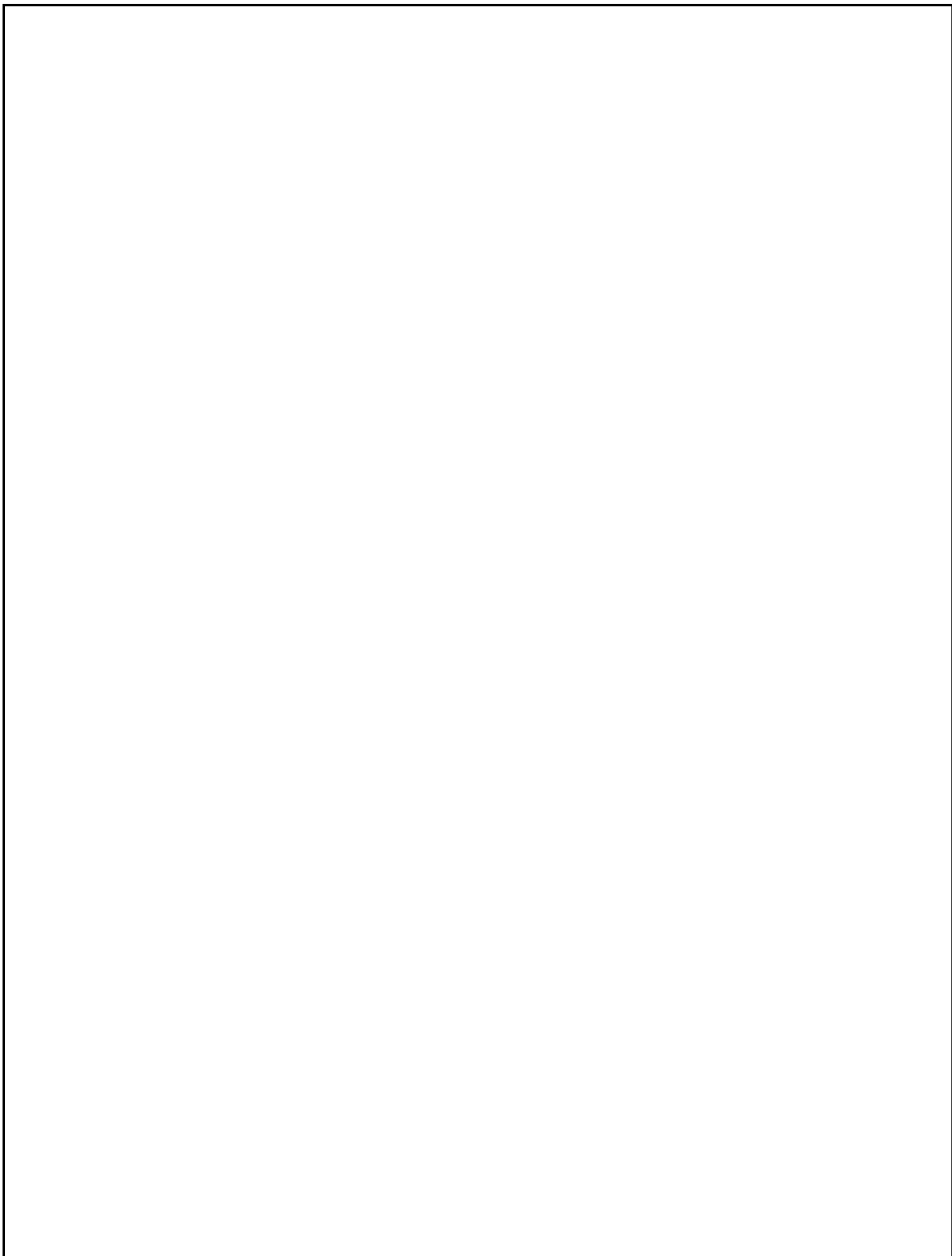
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EXECUTIVE SUMMARY

Project Overview

This report – the Community Development Plan for the Town of Framingham -- represents the culmination of a multi-year planning process made possible by Executive Order 418. E.O. 418 provided funds that allowed communities to address future growth and development by creating visions, goals, and strategies in four topic areas: natural resources and open space, housing, economic development, and transportation. The intent was to encourage sustainable development by determining the most appropriate areas for protection and for various types of development and linking transportation improvements to land use. The recommendations were to be presented in a series of related maps.

Under this program, four state agencies provided funding for communities to hire consultants to assist them in preparing the plan: the Executive Office of Environmental Affairs, the Department of Housing and Community Development, the Executive Office of Transportation and Construction, and the Department of Economic Development.

The Town of Framingham elected to work with the Metropolitan Area Planning Council (MAPC) to complete its Community Development Plan. MAPC's approach emphasized public participation and citizen input. Framingham's Planning and Economic Development staff provided invaluable support as the town's point of contact, providing information, organizing meetings, and reviewing results.

In June of 2002, the town began the Community Development Plan process by hosting "Framingham Tomorrow," an initial session led by MAPC. Over the subsequent two years, the town organized four additional forums, each devoted to one of the plan components, followed by a "Putting it Together" forum to ensure that the various components were compatible. MAPC led these sessions, presenting information and facilitating discussion. The town held several additional meetings on its own to refine its housing and economic development plans.

Background

Framingham is a diverse community located 20 miles west of Boston. It has a mix of urban, suburban, and rural elements. With almost 67,000 residents, it is the largest town in the state. It is home to several major corporations including Bose, Staples, Lifeline, Natural Microsystems, Perini, and TJX. It has a wide range of housing opportunities and a large retail base.

The town has many natural resources, including Lake Cochituate and Callahan State Parks, the Sudbury River, lakes and ponds, and several locally maintained trails, reservations, and conservation areas. It also has other undeveloped land and open space resources that are not now adequately protected and could be lost to growing development pressures.

Framingham has long been an employment center for MetroWest. Its earlier manufacturing base has given way to a more diversified economy, and it now boasts the state's fifth most valuable commercial/industrial property base. The town has a range of business districts, good highway access, and both freight and commuter rail. While the town has little buildable vacant commercial/industrial land, a number of redevelopable sites are available.

Framingham's workforce is growing slowly and becoming more "white collar." Yet, the number of people living in poverty has risen sharply. An influx of immigrants less than fluent in English represents a challenge for workforce development.

Framingham's population is expected to grow slightly, bringing a growing demand for most types of housing. The town's "build-out analysis" shows capacity for over 3,000 new housing units under present zoning. Although the current housing mix is fairly diverse, future housing is likely to have less variety and less rental and be lower density and more expensive.

Framingham is an easily accessible community with two interchanges on the Massachusetts Turnpike and commuter rail access to Boston via a downtown Framingham station. Local bus service, as indicated by the analysis in this report, provides reasonable access to jobs. This report makes suggestions for improving transit access to jobs.

Community Development Plan Map

Based on research, discussions with the Department of Planning and Economic Development and town officials, and the results from public workshops and town-sponsored meetings, the Framingham Community Development Plan recommends the actions outlined below in the areas of natural resources and open space, economic development, housing, and transportation. Details regarding these recommendations are in the body of the report. To the maximum extent possible, key location-specific actions are shown on the Community Development Plan map (Map 6), which appears in the map section of this report.

Overarching Proactive Efforts

- The town should establish a committee made up of members of various town boards and town residents to follow up on this Community Development Plan and to ensure that appropriate zoning and other by-law amendments are filed in a timely manner for review at future town meetings.
- In order to maintain maximum eligibility for all state grants, including those for open space, housing, and economic development, it is critical that the town take necessary actions to remain "certified" under Executive Order 418 and any other state funding review program. Future state funding will likely be oriented toward communities that are promoting "smart growth" while providing for housing

across a wide range of incomes, under the Commonwealth Capital Fund guidelines.

- The town should reconsider adopting the Community Preservation Act (CPA) to provide funding for natural resource protection and housing.

Recommendations to Achieve Natural Resource Goals

Protection Alternatives

- Raise awareness of the value and importance of open space and environmental protection
- Use zoning and other regulations to protect open space
 - Promote cluster development
 - Establish Wildlife Habitat Corridor Overlay Districts
 - Consider a Greater Callahan Overlay District (GCOD) as an alternative to town-wide mandatory cluster development
 - Allow Transfer of Development rights
 - Protect wetlands and buffer zones through continued use of the existing Town of Framingham Wetlands Protection Bylaw and the State Wetlands Protection Regulations.
- Continue to work with the Sudbury Valley Trustees, the Trust for Public Land or other conservation groups to utilize a variety of options to protect natural resources and provide recreational lands in Framingham.
- Work to obtain Conservation Restrictions (CRs) where acquisition is not appropriate or feasible.
- Explore state and private grants and other options for purchase of fee title or conservation restrictions on key properties

Funding Strategies

- Try again to adopt the Community Preservation Act (CPA)
- Establish a town land acquisition account or consider expanding the existing Town Conservation Fund
- Apply for grants from national foundations and from the state's Self-Help and Urban Self Help Programs.
- Use the state's Agricultural Protection Restriction Program to purchase APRs on working farmlands.

Priority Areas for Natural Resource Protection:

- Goodyear, Harrington and Whittemore properties
- Eastleigh Farm
- Morency/Arthur Street Woods
- Knox Trail Boy Scout Reservation
- Bethany

- CSX/South Sudbury Railroad ROW
- Cochituate Rail Trail
- Baiting Brook Realty Trust

Recommendations to Achieve Economic Development Goals

- Revitalize downtown Framingham
- Encourage mixed-use development in other appropriate areas, such as
 - State Lumber site in Saxonville
 - Air rights over the rail yards between downtown and Farm Pond
 - Area south of downtown near intersection of Waverly and Hollis Streets
 - Mt. Wayte and Franklin Streets intersection
 - Waverly and Fountain Streets intersection
 - Waverly Street around the former Grossman's site
 - Route 9 from east of Rte. 126 to Rte. 30
- Encourage higher quality design
- Improve Framingham's image
- Foster efforts to match jobs and workforce

Recommendations to Achieve Housing Goals

- Reinforce and enhance housing leadership and organizational capacity
- Undertake a public education campaign
- Pursue additional financial resources
- Use the leverage of 40B status to solicit desirable affordable housing
- Consider zoning changes
- Preserve existing affordable housing / protect existing residents
 - Preserve "expiring use" properties
 - Pursue programs that help seniors remain at home and independent
 - Continue existing rehab, renovation, and lead abatement programs
 - Consider a housing buydown or acquisition program
 - Enact the "residential exemption"
- Produce new housing, especially using existing property opportunities
 - Identify vacant and underutilized properties, surplus municipal property, and other potentially available public or institutional property; develop a reuse plan
 - Monitor and plan for potential church closings
 - Develop a system to track & pursue tax title property
- Explore regional opportunities
- Investigate potential housing locations, including
 - Dennison & Central Business District
 - Saxonville, Nobscott, & Framingham Center
 - Mt. Wayte
 - Farm Pond
 - Bethany (preservations and some housing)

- Roxbury Carpet
- Union Ave./Clay Chevrolet
- Weeds at T-station
- Town Incinerator
- Waverly St./Hollis Ct.
- Golden Triangle
- State Lumber

Recommendations to Achieve Transportation Goals

- Further explore options to re-route LIFT service to provide better access to additional job sites on Route 9, and increase service hours to provide better access to jobs on existing routes.
- Work with MBTA to lower 1-stop fares to improve access to jobs in Ashland and Natick, and support reverse commute efforts in order to provide better access to jobs in downtown Ashland.
- Continue efforts to develop rail trails and other non-single-occupant-vehicle (SOV) modes and also improvements to LIFT amenities (e.g., bus shelters).
- Continue planning efforts on Route 126 train crossing to alleviate downtown bottleneck, supporting downtown development and access to transit, and alleviating congestion.

Putting It All Together

The Community Development Plan Map (Map #6) shows how the various location-specific recommendations relate to each other. Many locations were identified in different workshops for different but generally complementary and compatible purposes. Several sites in the downtown area and in Saxonville, for example, were identified in both the economic development and the housing discussions as opportunities for mixed-use redevelopment. These related uses appear together on the map. The map also shows the relationship between resource protection areas and potential development locations and between development locations and proposed transportation improvements.

INTRODUCTION

The Planning Process

In 2002, the Town of Framingham began work with the Metropolitan Area Planning Council (MAPC) to complete its Community Development Plan under Executive Order 418. Executive Order 418 provided support to allow communities to address future growth and development by creating visions, goals, and strategies in four topic areas: natural resources and open space, housing, economic development, and transportation. Four state agencies provided funding for this plan: the Executive Office of Environmental Affairs, the Department of Housing and Community Development, the Executive Office of Transportation and Construction, and the Department of Economic Development.

Framingham's Planning and Economic Development staff served as the town's point of contact, providing information, organizing meetings, and reviewing results. In June 2002, the town began the process by hosting "Framingham Tomorrow," an introductory session where the town's residents came together to share ideas about the town's future. Over the subsequent two years, the town organized five additional forums, as follows:

- Natural Resources, September 8, 2003;
- Housing, September 15, 2003;
- Economic Development, October 20, 2003;
- Transportation, November 17, 2003;
- Putting It All Together, June 9, 2004.

MAPC led these sessions, presenting information and facilitating discussion. The town held several additional meetings on its own to refine its housing and economic development plans. At the final session, MAPC presented draft concepts for the Community Development Plan and solicited feedback from town residents.

This study summarizes data on the four elements, presents the results of the various workshops, and recommends strategies to reach the town's goals. Throughout this report, we provide perspective on trends in Framingham by comparing the town to larger geographic regions. This report often refers to the "MAPC" region and to the MetroWest subregion. MAPC – the Metropolitan Area Planning Council – is the regional planning agency serving metro Boston. It covers the 101 communities from Cape Ann on the North Shore to Marshfield and Duxbury on the South Shore, extending to the west to communities along I-495 from Littleton through Marlborough and Hopkinton, to Wrentham. The MetroWest subregion consists of ten contiguous communities: Ashland, Framingham, Holliston, Marlborough, Natick, Southborough, Sudbury, Wayland, Wellesley, and Weston.

VISION

The June 5, 2002 “Framingham Tomorrow” session focused on the town’s goals and objectives, both in general terms and in the specific areas of natural resources, economic development, housing, and transportation. Based on the results of those discussions and input from an additional workshop conducted by the Town of Framingham Planning and Economic Development staff, project participants agreed to use the following overarching goal statement as a guide to the future work on the plan:

The Town of Framingham will strive to provide a diversity of housing and economic opportunities for its residents while enhancing the quality of life for its residents by maintaining and encouraging cultural diversity, preserving open space, maintaining and restoring historical structures, landscapes and streetscapes, and by promoting actions to address vehicular congestion. The town will seek to accomplish this goal by encouraging appropriately designed residential and commercial development through innovative zoning, grant opportunities and targeted infrastructure improvements. Particular attention will be given to the downtown area, where access to transit and an improved pedestrian/bicycle network will be encouraged as components of redevelopment and renovation/re-use of structures.

Goals and objectives were also developed in the four topic areas. They appear in the report sections devoted to natural resources, economic development, housing, and transportation.

NATURAL RESOURCES AND OPEN SPACE

Key Findings

- The Town of Framingham has significant protected natural resources, including the Lake Cochituate and Callahan State Parks, MWRA reservoirs and other ponds, and municipally owned parks and conservation areas.
- Private recreation areas such as golf courses and camps, as well as significant privately owned acreage in farmlands and woodlands and lands owned by religious institutions, all contribute to the open space character of the town, although these lands are not permanently protected from future development.
- Framingham's 2001 Open Space Plan provides information on a number of specific properties that have significant natural resources, but it does not provide a ranking of parcels by priority.
- The town has unsuccessfully attempted to pass the Community Preservation Act.
- Based on the input from participants at the Natural Resource Forum, Framingham residents would like to have protected open spaces in all parts of the town but are also concerned about protection of open space amenities in new developments and as part of streetscapes in the more developed portions of the community.

Results of Natural Resources and Open Space Forum

Priority goals for natural resource and open space protection

The Natural Resources Forum was held on September 8, 2003. Participants brainstormed and prioritized themes for the Goals Statements for the Town of Framingham Natural Resources Community Development Plan. The results are listed below. The number after each theme is the number of votes it received, indicating the level of priority.¹ In decreasing order of priority:

- Adopt a proactive approach to environmental protection, and establish a process for the town to respond efficiently to opportunities for open space acquisition. (12 votes)
- Require more green space within new developments, and encourage analysis of bulk/density as impact on open space in new developments. (11 votes)
- Preserve open space for habitat protection to preserve plant and wildlife species, and for air quality protection (11 votes)

¹ It is important to note that the group was relatively small and not necessarily representative of the town as a whole. The town is advised to consider this list as a starting point only, subject to further community input, study, and analysis.

- Preserve natural topography, avoid tree removal, regulate earth removal and slope, fill, etc. (11 votes)
- Ensure adequate protection of open land and parks throughout all areas of the town (10 votes)
- Work to protect connecting trails/ provide natural linkages throughout the town, including walking and bicycle trails and wildlife corridors. (9 votes)
- Adequate protection of groundwater resources for future use by residents (6 votes)
- Provide more access to water resources such as river, lakes, etc., and work to ensure protection of water quality. (5 votes)
- Preserve open space for historic value, and to maintain the character of the community (5 votes)
- Address damaging drainage problems impacting quality of life issues such as septic, runoff, streams, wetlands (3 votes)
- Retain villages and enhance streetscape as open space & historical resources to maintain local character. (2 votes)
- Develop and provide incentives for developers to maximize preservation of open space in their projects. (2 votes)
- Provide recreational opportunities for all ages and levels of ability represented in the population. Improve the overall quality and aesthetics of recreational facilities (2 votes)
- Maximize active recreational opportunities by acquiring land/providing new facilities and maintain inventory of facilities that meet evolving community needs (1 vote)

Specific areas discussed for protection of natural resources

Twenty-three areas within town were discussed for possible acquisition and/or protection. The properties which were rated highest priority by the participants in the Natural Resources Forum were as follows. (A full list of projects can be found in the Appendix in the detailed results of the Natural Resources Forum.)

- Goodyear, Harrington and Whittemore properties
- Eastleigh Farm
- Morency/Arthur Street Woods
- Knox Trail Boy Scout Reservation
- Bethany
- CSX/South Sudbury Railroad ROW
- Cochituate Rail Trail
- Baiting Brook Realty Trust

ECONOMIC DEVELOPMENT

Summary

Vision and Goals

- Establish Downtown Framingham as a center of business and cultural activity that is functionally vibrant and active, and perceived to be an attractive destination visited by residents throughout Framingham and surrounding communities
- Framingham seeks to revitalize and redevelop its village and commercial areas to create more vibrant, aesthetically pleasing focal points that combine business, housing and cultural venues.
- Priority for redevelopment will be given to locations where increased density can be supported by adequate infrastructure.

Findings

- Framingham has a diverse base of businesses including health care, retail, information technology, and corporate headquarters.
- Although the town lacks large parcels of developable vacant land, it has redevelopment opportunities and is experiencing a downtown revival.
- Although Framingham's workforce is becoming better educated and employed overall, real median income declined in the 1990s, and a growing immigrant population is a challenge for workforce development.

Recommendations

- Revitalize downtown Framingham
- Encourage mixed-use development in other appropriate areas, such as
 - State Lumber site in Saxonville
 - Air rights over the rail yards between downtown and Farm Pond
 - Area south of downtown near intersection of Waverly and Hollis Streets
 - Mt. Wayte and Franklin Streets intersection
 - Waverly and Fountain Streets intersection
 - Waverly Street around the former Grossman's site
 - Route 9 from east of Rte. 126 to Rte. 30
- Encourage higher quality design
- Improve Framingham's image
- Foster efforts to match jobs and workforce

Economic Profile

Overview

Framingham has a long tradition as an employment center for the area between Worcester and Boston now known as MetroWest. Part of the manufacturing belt south and west of Boston, the town's production sector first boomed, then declined as factories reduced employment or left the region for lower cost areas. Fortunately, with the completion of the Massachusetts Turnpike and the construction of pioneering shopping centers along Route 9, Framingham's economy has broadened into a diverse mix of retailing, health care, information technology, and management offering 45,000 part and full time jobs and boasting the state's fifth most valuable commercial / industrial property base of \$1.7 billion.

The town has a range of business districts, including office campuses at the town's two Mass Turnpike exits, a regional shopping destination in Route 9's "Golden Triangle," and a reviving downtown with a unique ethnic flavor. Good highway access via Routes 9 and I-90 to the I-495 and Route 128 beltways combined with freight and downtown commuter rail access creates a strategic location within the region. While the town has little vacant commercial/industrial land free from development constraints, a number of redevelopable sites are available.

Framingham's workforce in many respects looks very much like that of the larger region. It is growing slowly, and is becoming increasingly "white collar" as education levels rise and more workers pursue managerial and professional occupations. Yet, while the town's median household income is near that of the region, it declined in real terms during the 1990s, and the number of people living in poverty rose sharply. A substantial influx of immigrants from overseas has led to a substantial population of workers less than fluent in English which represents a challenge for workforce development.

Workforce

Framingham's workforce has fluctuated around the 37,000 level since the mid-1980s, with a low point in 1995. The workforce numbered over 38,400 in 2001, about 550 below 1990 and 1,100 below the 1989 peak. Because the number of jobs in Framingham also fluctuated over the period, the ratio of jobs to workers has varied from 0.93 to 1.3. Both jobs and workforce numbers have increased from recent lows, and the ratio stands at 1.19 today, half again as high as the median of 0.76 in the 101-community MAPC region.

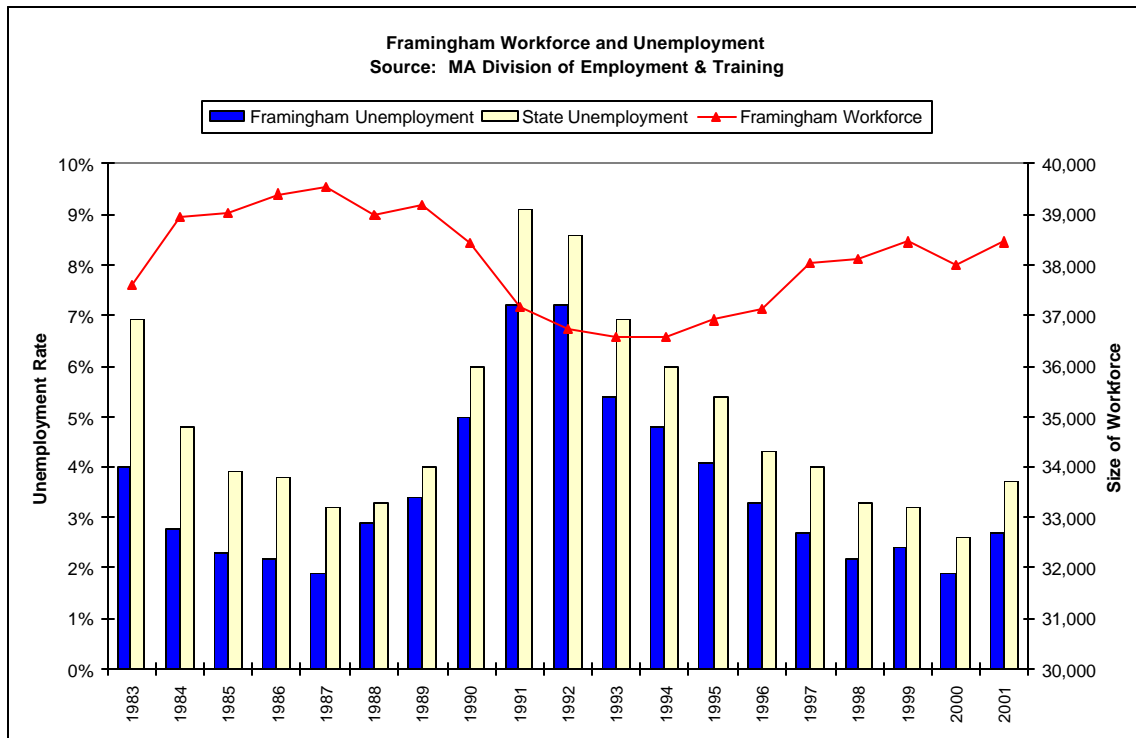
As of 2000, about one third (11,400) of Framingham's workforce worked in town, filling roughly one fourth of local jobs. Two thirds of working residents commuted to jobs in other communities in 2000, with Boston (11%) and Natick (8%) being the most common destinations. About 3% (1,170) of the workforce worked from home.

Table 1. Numbers of Working Residents and Jobs in Framingham, 1985-2001.
Source: MA Division of Employment and Training.

	Workforce	Jobs	Ratio of Jobs to Workers
1985	37,589	49,009	1.30
1986	38,947	48,821	1.25
1987	39,024	48,667	1.25
1988	39,397	46,838	1.19
1989	39,526	43,200	1.09
1990	38,994	39,041	1.00
1991	39,187	36,468	0.93
1992	38,420	36,658	0.95
1993	37,186	35,821	0.96
1994	36,720	37,156	1.01
1995	36,568	37,885	1.04
1996	36,572	38,117	1.04
1997	36,914	40,046	1.08
1998	37,117	41,655	1.12
1999	38,015	43,551	1.15
2000	38,141	45,880	1.20
2001	38,443	45,754	1.19
Growth 1990-2001			
	(551)	6,713	0.19
	(1%)	17%	19%

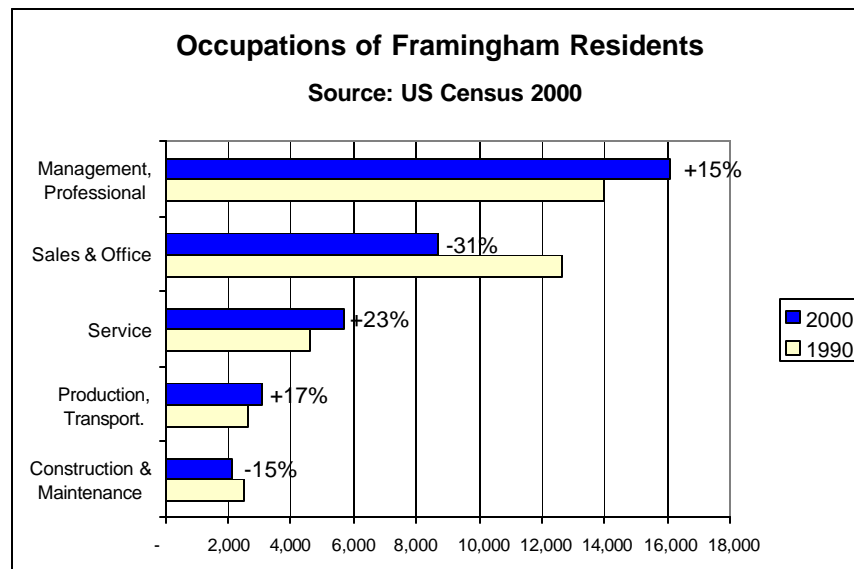
Since 1985, the local annual unemployment rate has averaged slightly more than 1 percentage point below the annual statewide rate, indicating that the town's residents have been relatively successful in finding jobs.

Figure 1. Framingham unemployment rate and number of workers.



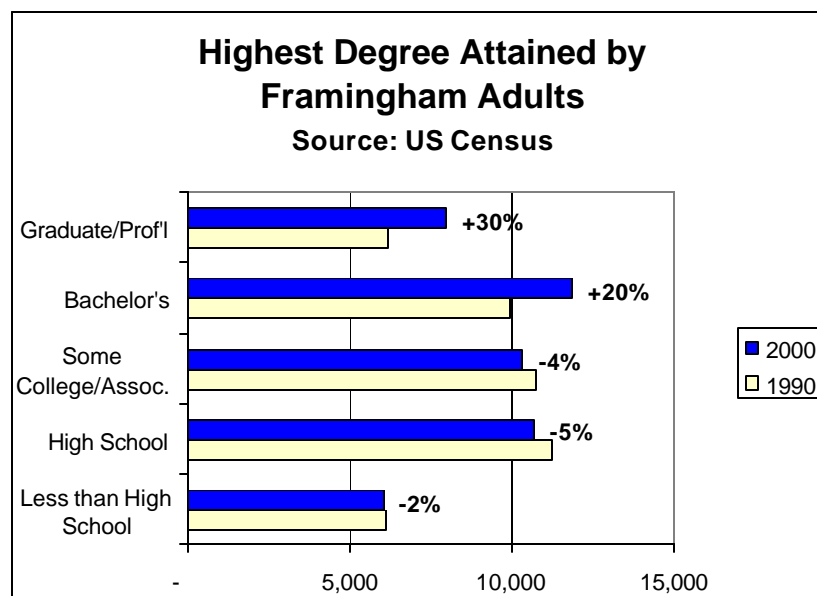
As the economy has shifted toward services and knowledge based occupations, an increasing number of Framingham workers identify themselves with “white collar” work. In 2000, 45% of Framingham workers identified themselves as being in Managerial or Professional occupations (+15% from 1990), less than 2 points below the regional average. In fact, the distribution of the town’s workers across all occupational categories is very similar to Greater Boston as a whole. Sales & Office occupations were only 1.6 points below the region at 24%, and Service occupations were 3 points above the region at 16%. The median age in the town increased from 33.5 to 36.2 years, which is identical to the median for the metro area.

Figure 2. Occupations of Framingham Residents.



As occupations have shifted, the educational level of Framingham adults has also increased. While Framingham's adult population grew by only 6% in the 1990s, the number of adults having a college degree increased by almost one quarter. At 42% of adults over 25, Framingham's college-degreed population is 1 percentage point over the region, and the overall distribution of educational attainment among Framingham adults is virtually identical to the region as a whole. Over 10,000 Framingham adults have not attained degrees beyond high school, and another 6,000 stopped short of that mark. These workers may require career training and placement assistance as higher paying opportunities become increasingly focused on managerial, professional, and technical occupations.

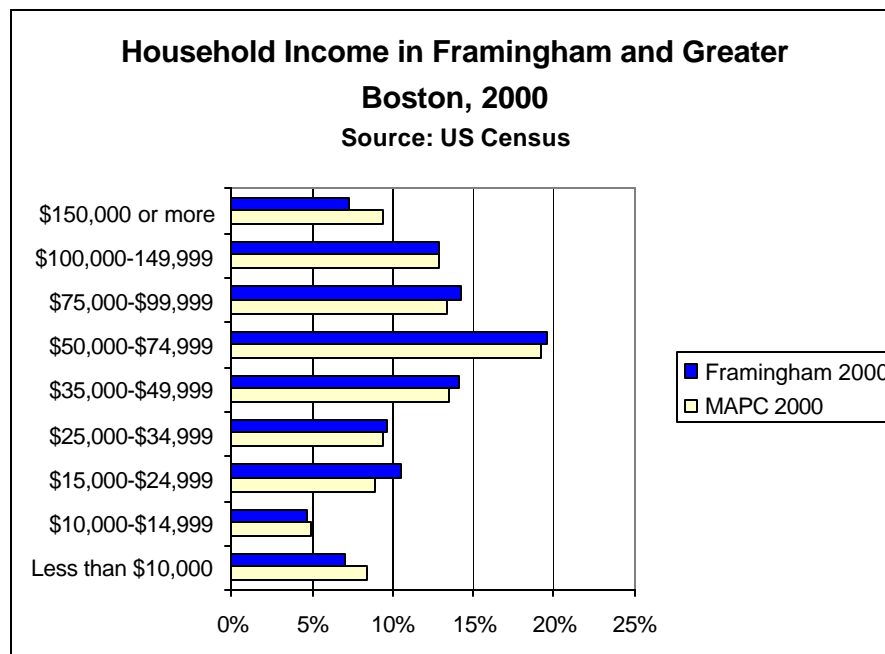
Figure 3. Educational attainment of Framingham residents, 1990-2000.



Framingham's median household income rose by 26% in the 1990s to over \$54,000, which did not keep pace with the 36% increase region-wide to \$55,200. When inflation is subtracted, the median income in Framingham actually declined by 6%. In contrast, the average wage of Framingham jobs increased to \$46,000 over the same period, an increase of 31% when adjusted for inflation.

Framingham remains a predominantly middle-class community, with the town having an equal or higher proportion of households than the region in all income categories between \$25,000 and \$150,000 and below the region at the extremes. However, there was a large increase in the '90s of those least well off, with the number of families in poverty rising 48% to 1,000. The 5,100 individuals falling below the poverty line in 2000 represented about 7.6% of the population. And with an influx of immigrants to the city, the number of people reporting that they spoke English "less than very well" doubled to over 17,600.

Figure 4. Household Income in Framingham and the metropolitan area.

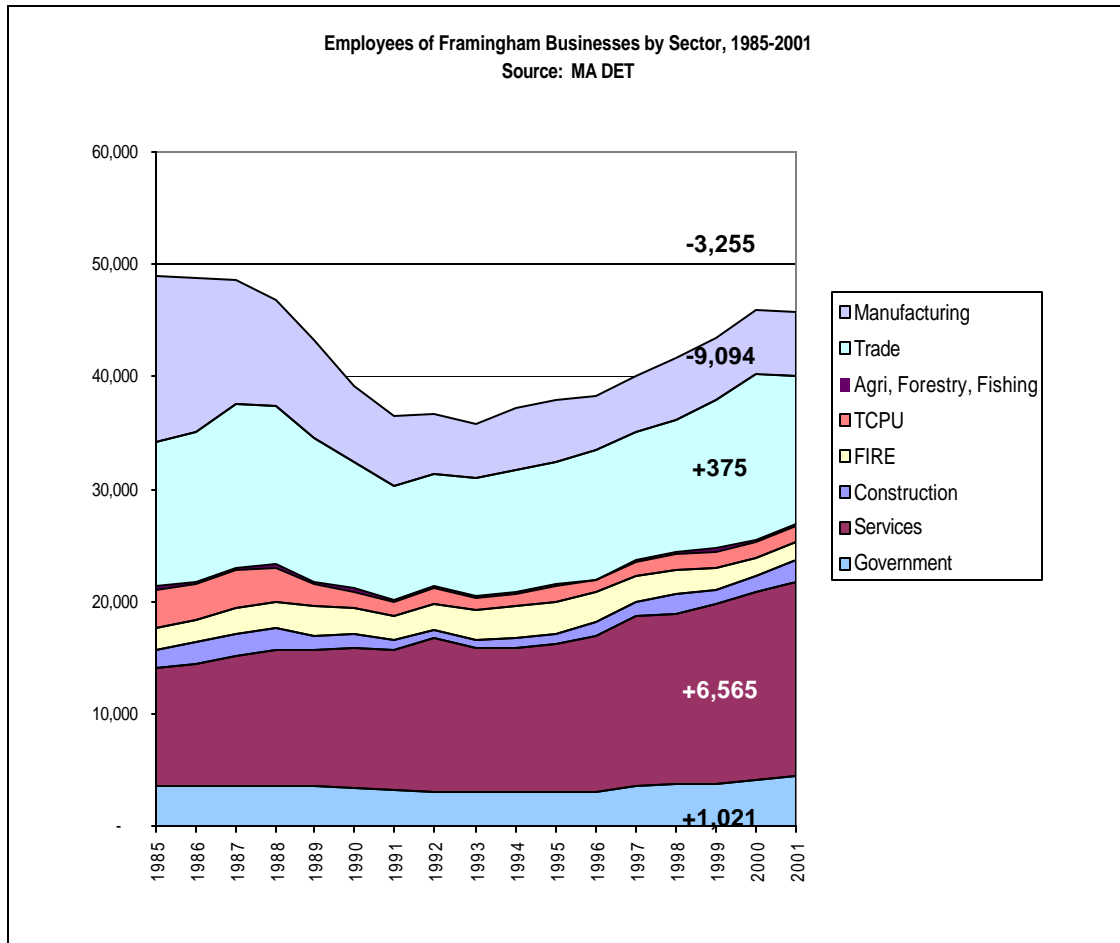


Job Base

Framingham is a significant employment center in MetroWest with its total of over 45,000 jobs ranking it sixth among Greater Boston communities. Framingham suffered a substantial drop in employment in the late 1980s with the closing of the General Motors facility and other factories leading to a total loss of 13,000 jobs. Growth in other sectors (and some recovery in manufacturing) has since resulted in the town recovering three fourths of the job loss, but today's total is still 3,200 below the mid-80s. The loss of manufacturing jobs is a continuing trend in Massachusetts and much of the nation, reflecting both productivity increases due to automation and relocation of lower-value production to lower-cost regions.

Framingham jobs have fared relatively well in the current recession, with the number of jobs holding relatively steady since 2000. The number of establishments (employers) in the town has been almost flat, leading to the average establishment size falling from 25 workers/establishment in 1985 into the teens before rising back to 20 by 2002. In 2001, Framingham employers provided slightly more than one part- or full-time job for every worker living in the Town (1.19).

Figure 5. Jobs in Framingham by Sector, 1985-2001.



Framingham's manufacturing employment has grown by about 1,000 jobs since the low point in 1993, and the sector still provides 13% of local jobs. By far the largest gains in the last 10-15 years, however, came from the Services sector (37% of jobs), which added over 4,600 employees since 1990. While the continued growth of shopping along Route 9 contributes to the large Trade sector (29% of jobs) adding 1,800 jobs since 1990, Wholesale/Retail employment as a whole is up by fewer than 400 jobs from an earlier peak in 1985. The smaller government sector (10% of jobs) grew by over 1,000 jobs, including positions at several large state facilities (Framingham State College, MCI, State Police). The Construction sector also added about 750 jobs in bouncing back from the early 1990s recession.

Table 2. Number of Framingham Jobs by Sector. Source: MA Division of Employment & Training.

Year	Number of Establishments	Total Jobs	Services	Trade	Manufacturing	Government	Construction	Finance, Insurance, Real Estate	Transportation, Communications, Utilities	Agriculture, Fishing, Forestry
1985	1,906	49,009	10,511	12,791	14,888	3,578	1,467	2,213	3,308	253
1986	2,203	48,821	10,824	13,241	13,787	3,577	1,898	2,025	3,252	217
1987	2,123	48,667	11,486	14,589	11,039	3,629	1,977	2,326	3,355	266
1988	2,159	46,838	12,177	14,145	9,403	3,619	1,807	2,410	3,005	254
1989	2,149	43,200	12,050	12,954	8,579	3,613	1,324	2,604	1,882	194
1990	2,211	39,041	12,398	11,302	6,593	3,541	1,181	2,309	1,544	173
1991	2,148	36,468	12,474	10,146	6,134	3,248	823	2,214	1,246	183
1992	2,085	36,658	13,733	10,117	5,220	3,012	735	2,444	1,269	128
1993	2,112	35,821	12,752	10,550	4,749	3,096	809	2,529	1,188	148
1994	2,206	37,156	12,859	10,915	5,414	3,091	869	2,703	1,153	152
1995	2,278	37,885	13,186	10,933	5,502	3,100	900	2,759	1,354	151
1996	2,291	38,117	13,967	11,510	4,577	3,078	1,158	2,511	1,192	124
1997	2,187	40,046	14,905	11,391	5,001	3,693	1,402	2,256	1,252	146
1998	2,231	41,655	15,171	11,657	5,552	3,832	1,651	2,278	1,354	160
1999	2,263	43,551	16,023	13,227	5,690	3,756	1,352	1,928	1,401	174
2000	2,190	45,880	16,628	14,691	5,688	4,100	1,506	1,732	1,354	181
2001	2,238	45,754	17,076	13,166	5,794	4,599	1,935	1,676	1,322	186
2002	2,267	45,603								
% of 2001 Jobs			37%	29%	13%	10%	4%	4%	3%	0.4%
Growth 1990-2001										
	27	6,713	4,678	1,864	(799)	1,058	754	(633)	(222)	13
%	1%	17%	38%	16%	(12%)	30%	64%	-(7%)	(14%)	8%

Framingham has a relatively diverse mix of employers. As in the region as a whole, Framingham's largest industries with over 6,000 employees each are Health Care (led by MetroWest Medical Center) and Retail (made up of hundreds of large and small stores). These industries pay relatively low wages on average, which reflects both a large number of part-time positions as well as numerous lower-paying, lower-skilled entry level positions appropriate for younger and less well-educated applicants from low income communities. This is also true of restaurants which make up the bulk of the Accommodation and Food Services category.

While Manufacturing has traditionally also provided numerous opportunities for less skilled workers, Framingham's remaining manufacturing jobs pay relatively well at an average of \$65,000. Despite significant job losses in the 1980s, Framingham retains almost 5,000 manufacturing jobs, representing a significant local base of skills. Indeed, manufacturing employment has rebounded by 1,000 jobs from its 1993 low.

The town also has a significant concentration of high-paying "Management" employment, reflecting in part the presence of the headquarters of three large companies (TJX, Staples, and Bose). These successful corporations serve national and international markets and each employ over 2,000 workers in Framingham. Their presence contributes considerably to the local economy, but their size also represents an area of vulnerability

should one or all choose to relocate. Even so, the town's strategic location alongside Routes 9 and I90 yields prominent business locations near the two entrances to the Massachusetts Turnpike that should continue to attract companies who need office space accessible to the regional highway network.

Framingham's growth as an office location coincided with the rise of Massachusetts' information technology industry, and the town has a significant presence in IT related services as an important location between the IT business centers on Routes 128 and I-495. Framingham Software companies employ over 1,300 people, Computer Systems Design businesses 1,200, and Management/Technical Consulting firms almost 800.

In addition to the technology sector, which offers high paying opportunities for those with specialized skills, Framingham employers also offer a large number of jobs for entry level workers with less education, experience, or job skills. Retail, Health Care, Hotels and Restaurants, and Administrative/Maintenance Services currently employ 17,000 workers in the town, providing opportunities to recent immigrants, youth, and those seeking part time employment.

Framingham's broad range of managerial/professional/technical positions and lower paying retail and health care jobs yields an average wage for the town just slightly above that for all jobs in Greater Boston. Pay for local jobs in total grew strongly in the 1990s, increasing by 31% over the decade after inflation, significantly higher than the growth of real median income for residents of both the region (2%) and Framingham (-6%).

Table 3. Employment and Wages in Framingham by Industry, 2002. Source: MA Division of Employment & Training

	Number of Employees	Average Annualized Wage
Health Care	6,087	\$37,440
Retail Trade	6,059	\$37,440
Manufacturing	4,922	\$65,208
Mgmt. of Companies	4,181	\$78,364
Professional & Tech. Services	3,549	\$80,080
Accommodation & Food Svcs.	2,845	\$16,952
Information	2,773	\$63,908
Educational Services	2,640	\$41,392
Admin. & Waste Services.	2,378	\$29,068
Public Administration	2,244	\$57,096
Construction	2,111	\$57,928
Wholesale Trade	1,654	\$53,820
Other Non-Public Services	1,383	\$28,392
Transport. & Warehousing	924	\$36,868
Finance & Insurance	904	\$60,060
Real Estate & Leasing	480	\$39,676
Framingham Job Average		\$50,284
Metro Boston Job Average		\$49,972
<i>HUD Low Income (Metro Area, Family of 4)</i>		<i>\$40,400</i>
<i>HUD Moderate Income (Metro Area, Family of 4)</i>		<i>\$62,650</i>

Table 4. Largest Employers in Framingham, 2003. Source: Town of Framingham

Employer	Number of Employees	Industry
Staples	2,000+	Office Supplies
TJX Companies	2,000+	Clothing Stores
Bose	2000+	Audio Equipment
MetroWest Medical Center	1,600	Hospitals
ADESA	610	Wholesale Auto Auction
Lifeline	600	Emergency Response
Genzyme	500	Biotechnology
Verizon	500	Telecom Engineering

Figure 6. Job distribution by Industry for Framingham and Metro Boston.

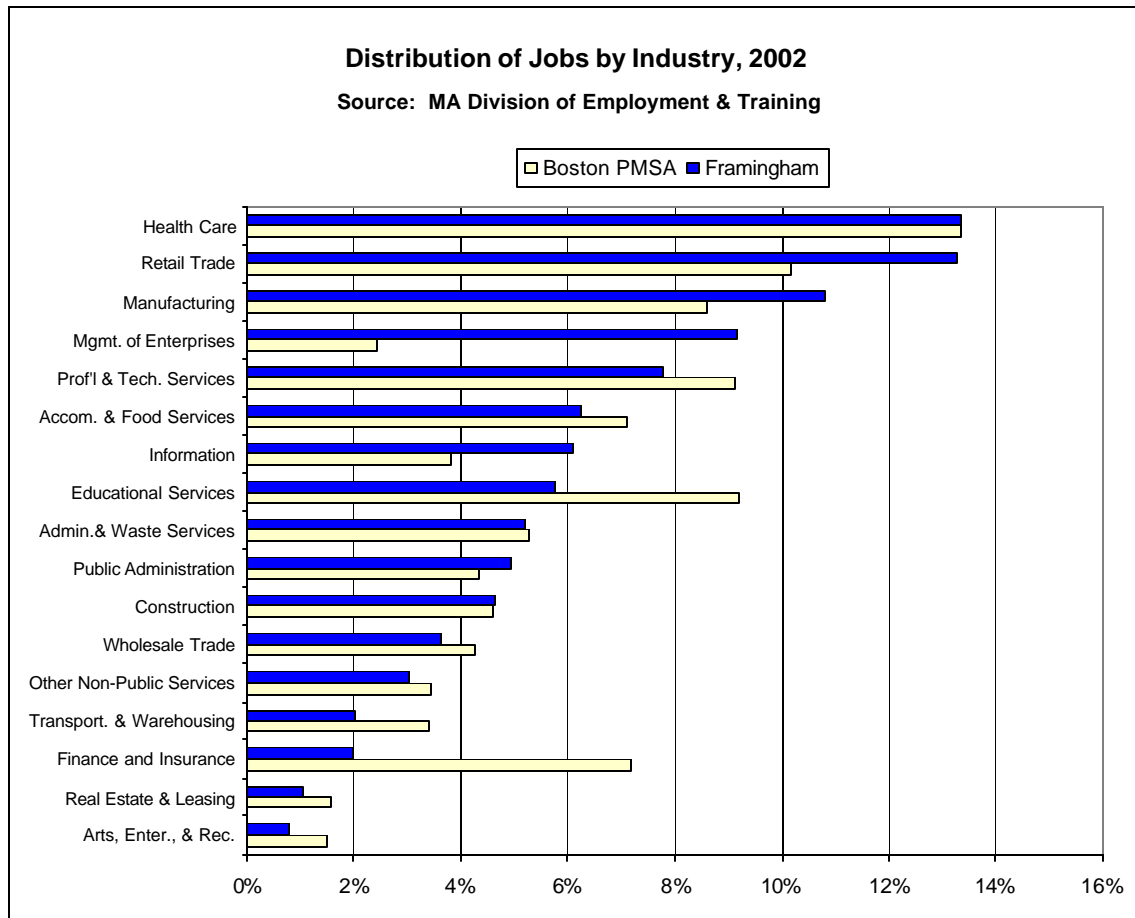
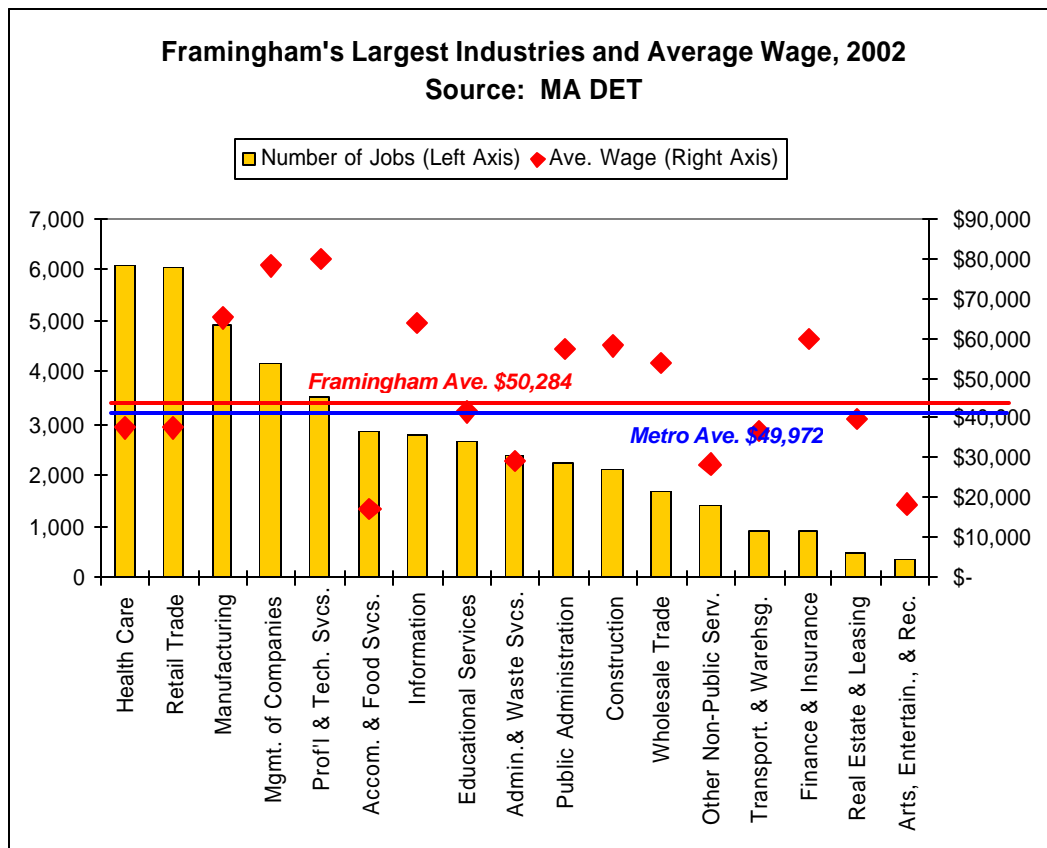


Figure 7. Wages and employment in Framingham's largest industries.



Property Tax Base

As of Fiscal Year 2003, Framingham had the fifth largest valuation of Commercial, Industrial, and Personal (CIP) property in Massachusetts at \$1.7 billion, behind only Boston, Cambridge, Waltham, and Plymouth. The largest portion of the valuation comprises commercial properties – stores, offices, restaurants – which total \$1.3 billion or 5 times the value of industrial properties. While Commercial property valuation increased by \$475 million since 1990, industrial fell by \$50 million.

Despite the growth of Framingham's business community, the share of total valuation contributed by CIP eroded by 5 percentage points to 25% from 1985 to 2003. This decline was driven by a tremendous increase in the value of housing. While the town's housing stock grew by less than 5% since 1990, the median sale price in the town nearly doubled to \$320,000. Residential values have in fact soared in most eastern Massachusetts communities over the last two decades, reflecting a regional shortfall of housing construction combined with rising incomes and housing demand. Similar shifts in valuation from CIP to residential have occurred in most communities in the region.

Table 4. Tax valuation in Framingham by property class, 1985-2003.
Source: MA Department of Revenue.

	CIP %	Residential	Commercial	Industrial	Total
1985	30%	\$1,488 M	\$433 M	\$149 M	\$2,147 M
1990	27%	\$3,282 M	\$814 M	\$298 M	\$4,469 M
1995	25%	\$2,752 M	\$655 M	\$160 M	\$3,685 M
2000	29%	\$3,327 M	\$1,015 M	\$202 M	\$4,678 M
2003	25%	\$5,078 M	\$1,289 M	\$248 M	\$6,807 M
Change over Period					
1985-1990	(3) pts	\$1,793 M	\$381 M	\$149 M	\$2,322 M
1990-1995	(2) pts	\$(530 M)	\$(159 M)	\$(138 M)	\$(784 M)
1995-2000	4 pts	\$575 M	\$360 M	\$42 M	\$994 M
2000-2003	(4) pts	\$1,751 M	\$274 M	\$46 M	\$2,129 M

Framingham's CIP valuation share remains higher than the statewide average of 19% and is considerably above all of the contiguous communities except Marlborough. The town's CIP contribution to valuation is 3-5 times its most rural neighbors and 5 to 10 percentage points above Natick and Southborough. Framingham itself is 10 to 15 points below other office and retail centers along Route 128.

Because Framingham taxes business property at a higher rate than residential, the CIP share of the tax levy is 44%, considerably above the statewide average of 30%. The town's \$3,787 average single family residential tax bill is about 40% above the median among Massachusetts communities, as is the average value of its single family parcels.

Table 5. Property tax data for nearby communities ranked by 2003 CIP percentage of total valuation (*MetroWest communities in italics*).
Source: MA Department of Revenue.

Community	Commercial + Industrial Valuation % (FY03)	Average Single- Family Parcel Value (FY 03)	Average Single Family Tax Bill (FY 03)
Burlington	39%	\$311,660	\$2,556
Waltham	35%	\$337,600	\$2,559
Woburn	34%	\$267,352	\$2,254
<i>Marlborough</i>	<i>33%</i>	<i>NA</i>	<i>NA</i>
Framingham	25%	\$298,620	\$3,787
<i>Southborough</i>	<i>19%</i>	<i>\$443,162</i>	<i>\$5,424</i>
<i>Natick</i>	<i>15%</i>	<i>\$317,563</i>	<i>\$3,912</i>
<i>Ashland</i>	<i>9%</i>	<i>\$308,775</i>	<i>\$4,113</i>
<i>Sudbury</i>	<i>6%</i>	<i>\$479,865</i>	<i>\$8,052</i>
<i>Wayland</i>	<i>5%</i>	<i>\$574,301</i>	<i>\$7,190</i>
	Average	Median of Massachusetts Communities	
Massachusetts	18.8%	\$212,338	\$2,709

Economic Development Profile Summary

Framingham is an important center for business and employment in MetroWest. While manufacturing employment has declined from its peak, the town has developed a diverse base of businesses including health care, retail, information technology, and corporate headquarters. The town is well situated with good access to highways and rail, and now boasts the state's fifth most valuable commercial / industrial property base. While the town lacks large parcels of developable vacant land, it has a number of sites suitable for redevelopment and in particular is currently experiencing substantial activity in its reviving downtown.

Framingham's workforce is growing slowly and becoming increasingly well educated and well employed overall. Yet, real median income declined in the 1990s, and a growing population of immigrants represents a challenge for workforce development.

Results of the Economic Development Forum

Definition of an economic development vision for Framingham involved several iterations of public comment. The initial goals and themes relating to economic development that surfaced at the town-wide visioning session were subsequently reviewed, revised, supplemented, and prioritized at a second Economic Development forum in October 2003. This discussion led to a revised goal statement that was in turn reworked at a May, 2004 meeting of the town's Economic Development and Industrial Corporation (EDIC) to result in the town's **Economic Development Goal Statement:**

Establish Downtown Framingham as a center of business and cultural activity that is functionally vibrant and active, and perceived to be an attractive destination visited by residents throughout Framingham and surrounding communities.

Framingham seeks to revitalize and redevelop its village and commercial areas to create more vibrant, aesthetically pleasing focal points that combine business, housing and cultural venues.

Priority for redevelopment will be given to locations where increased density can be supported by adequate infrastructure.

The EDIC also established objectives for attaining the vision, and identified priority sites for economic development throughout the town, which are summarized in Figure 8.

Figure 8. Framingham EDIC objectives and priority sites.

Objectives	Priority Economic Development Sites
Develop vacant and underutilized properties to enhance the areas as a place to live, do business and increase tax revenue;	Hollis Court
Create more income and jobs for local businesses and employees;	Tax taking property on Irving Street
Support small businesses by identifying resources to further their development;	Saxonville mill
Encourage development under the mixed-use development zoning by-law and the guidelines of the Commonwealth Capital program	Framingham Tech Park redevelopment
Cooperate with existing groups such as the Chamber of Commerce, START Framingham Partnership and Downtown Solutions.	Vacant land near the interchange of Routes 9 and I-90
	Area near the intersection of Mt. Wayte and Franklin Street

The full text of the meeting notes from this EDIC meeting along with additional locations and ideas suggested at the Economic Development Forum are located in the Appendix.

HOUSING

Summary

Vision and Goals

Framingham seeks to build more affordable housing, using density to produce housing and save land and using a “village” concept to site housing with a mix of uses near transit, services, and other amenities. Housing should address the needs of a broad range of people (e.g., different incomes, ages), including existing residents & workers, and efforts should be made to attract good jobs so workers can better afford housing.

Findings

- Framingham has more diverse housing than many communities, but future housing is likely to be less diverse and less affordable.
- The town can expect growing demand for most housing types.
- Although the town has achieved 10% affordable housing, there remains a very high unmet need for more low-to-moderate-income housing for families, elders, and the disabled.
- Condos in Framingham still offer relatively affordable homeownership opportunities for entry-level professionals, municipal employees, young families, down-sizing empty-nesters, and elders.

Recommendations

This report identifies a series of housing barriers and “enablers,” suggested housing locations, and detailed recommendations under the following general categories:

- Reinforce and enhance housing leadership and organizational capacity
- Undertake a public education campaign
- Pursue additional financial resources
- Use the leverage of 40B status to solicit desirable affordable housing
- Consider zoning changes
- Preserve existing affordable housing and protect existing residents
- Produce new housing, especially using existing property opportunities
- Explore regional opportunities

Detailed goals, strategies, and actions from Framingham’s Housing Plan appear in the Appendix.

Profile of Housing Demand, Supply, and How They Relate

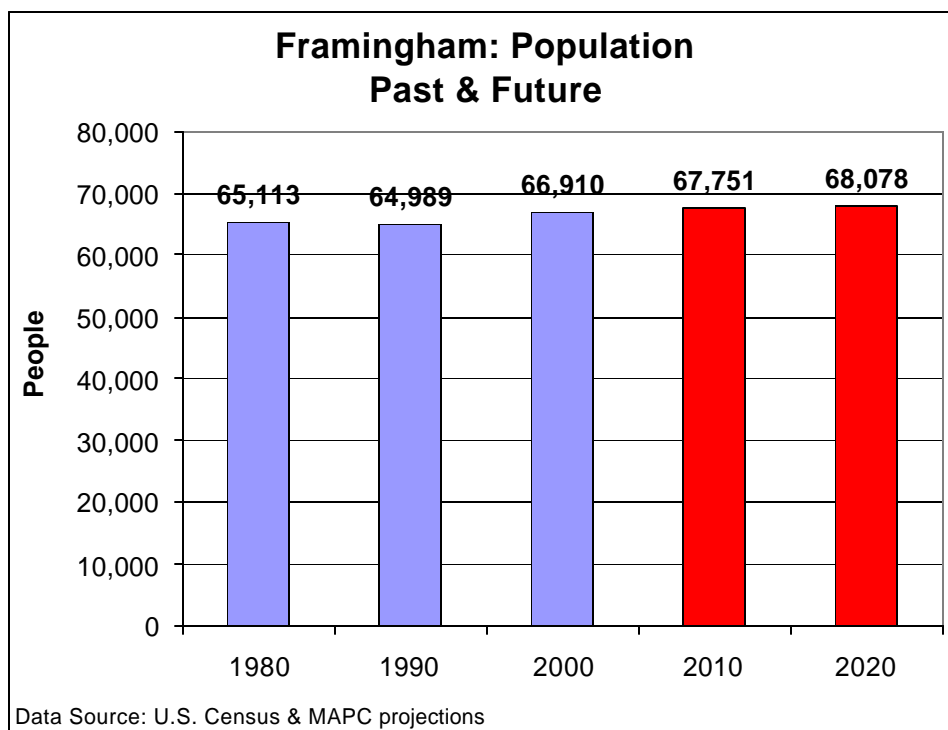
Assessment of Housing Demand

Recent Population Trends

Population trends are among the key factors driving housing demand. Framingham's population increased about 3% between 1980 and 2000, with all of the growth occurring in the 1990s (2.8%) following a slight population decline in the 1980s (.2%). Over the 20-year period, both the MetroWest subregion and the MAPC region as whole grew at faster rates (about 11% for MetroWest and 7% for MAPC). Past and future population trends appear in Figure 1.

While Framingham's population grew slowly in the 1990s, so, too, did the number of households - over 4% -- while at the same time the average household size fell. With 2.6 people per household, Framingham's households are the same size as MetroWest and slightly larger than the MAPC region (2.56). The trend toward smaller households is a nationwide phenomenon, driven largely by the growing diversity of household types and lifestyle choices. People are marrying later, living in a greater variety of household configurations, and living longer, often outliving spouses as the overall population ages.

Figure 1

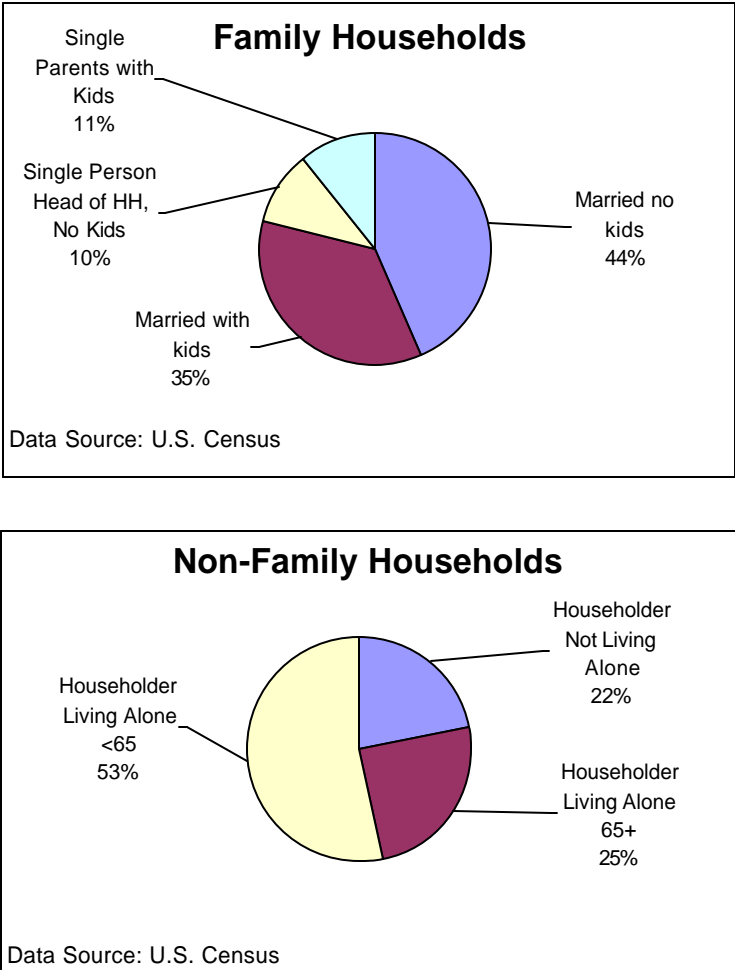


As we will see, this increase in the number of households contributed to declining vacancy rates and escalating housing costs.

Changes in household size were accompanied by changes in household composition. For the region as a whole, the decade saw a decline in the proportion of family households versus non-family households and an increase in the percentage of householders living alone. Only 22% of the region's households today are "typical" married couples with children, while 30% consist of a single person living alone. Although the number of single parents grew, they continue to make up 7% of all of the region's households.

Of Framingham's households, 63% are families and 37% are non-families. The proportion of families changed only slightly from 64% in 1990 and is just a bit higher than the 61% for the region as a whole. Non-family households have increased slightly (5%) more than family households (3%), but not nearly as much as in MetroWest (13%) or MAPC (15%). Of households in Framingham, 22% are two-parent families with children, 7% are single-parent families, and 9% are elders living alone. Compared to MAPC, Framingham has the same percentage of two-parent families with kids and single-parent families, but fewer non-families, single heads of household, and elders living alone. The percentage of single-parent families has grown by over 6% since 1990. Figure 2 shows the composition of family and non-family households.

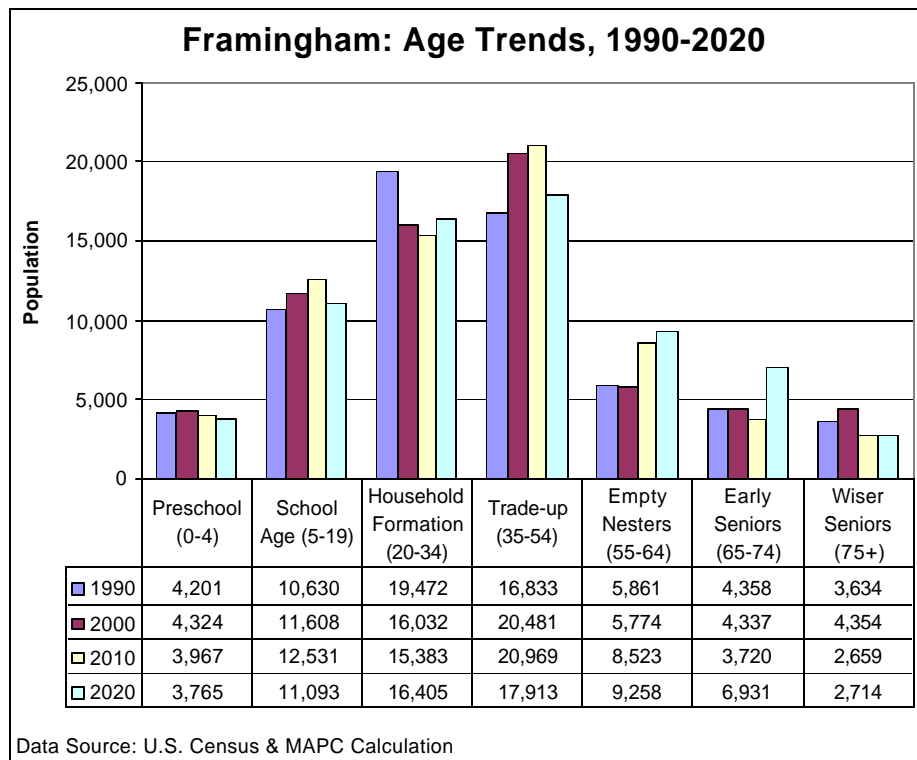
Figure 2



Changes in Framingham's age mix also affect housing demand and housing need. To show this relationship, we have clustered age groups to relate them loosely to various stages in the housing market (for past and future trends, see Figure 3). Thus in the last decade, the town has seen:

- An increase in the number of pre-school and school-age children, suggesting a fairly stable demand for family housing;
- A decline in the household formation years (ages 20-34), signaling a possible decline in demand for rentals and first-time homebuyer opportunities;
- A steep rise in the middle years (ages 35-54), fueled by the baby boomers and putting pressure on the trade-up market;
- Very little change in the empty-nester years (ages 55-64) and in the early senior ages (65-74); and
- A slight increase in the number of seniors, suggesting a need for small-scale housing and housing with services.

Figure 3



This is almost identical to regional patterns.

Housing Demand: What Will the Future Bring?

According to MAPC's projections (shown in Figure 1), the town's population is expected to grow another 1.7% by 2020. During the same period, population in the subregion may grow by as much as 6% and in the region by about 4%. These estimates are based on past trends in birth and death rates, migration rates, and other variables. Although they are not derived directly from housing data, future zoning changes that affect housing could alter the future mix of households.

The trend toward more but smaller households is likely to continue in Framingham, the subregion, and the region as a whole.

In terms of age trends, Framingham can expect (see Figure 3):²

- A slight decline in the number of pre-school children;
- an increase, followed by a decline, in the number of school-age children;
- a slight decline, followed by a small rise, in the household-formation years;
- a slight rise, followed by a slight drop, in trade-up demand; and
- an increase in the number of empty-nesters; and
- an increase in the number of seniors.

In the year 2020, about 14% of the town's population will be age 65 or more, compared to 13% in 2000. This represents a 20-year increase of 11%.

Just as the baby-boomers drove trade-up demand in the last decade, so will the aging of this large group drive future demand, potentially increasing pressure for smaller units that are easier to maintain and closer to transit and services.

Housing Supply Inventory

Quantity and Characteristics of Framingham's Housing

The number of housing units in Framingham— 26,734 units as of 2000 – grew 7% in the 1980s and 1% in the 1990s for a 20-year growth rate of almost 9%. This is far less than the subregion (21%) and the MAPC region (14%). The region as a whole saw much more housing growth in the 1980s; with a few exceptions, it was primarily the less built-up communities farthest from the core that grew more in the 1990s.

Low vacancy rates indicate high demand and tight supply, generally leading to cost increases. Vacancy rates in Framingham, especially for homeownership, were quite low as the 1990s began. Both rental and homeownership vacancies declined substantially during the decade. By 2000, vacancy rates for both rental and homeownership were extremely low, even lower than the statewide figures (see Figure 4).

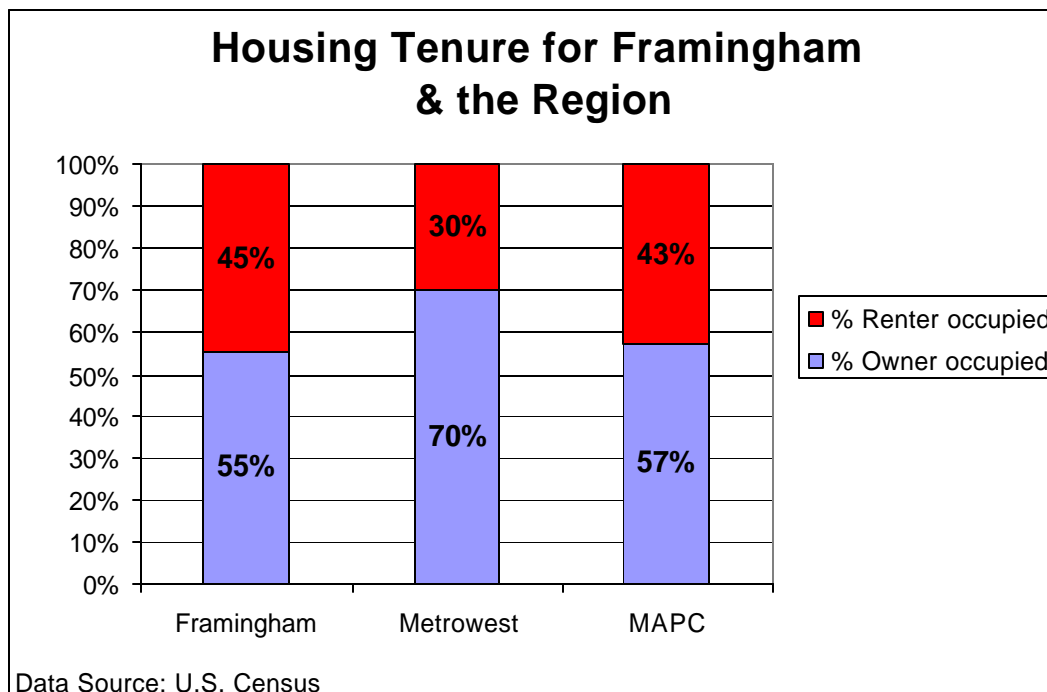
² Some of these age categories aggregate more ages than others, which contributes to the visual difference in the proportions of the groups (i.e., trade-up group includes the 20 years from age 35 to age 54, while empty nesters covers only the 10 years from age 55 to age 64).

Figure 4
Vacancy Rates, 1990 and 2000

Framingham Vacancy Rates by Tenure				
Vacancy Rates	1990	2000	MA 2000	National Standard
Rental Vacancy	6.3%	1.7%	3.5%	5%
Homeowner Vacancy	1.1%	0.2%	0.7%	3%

Of Framingham's housing stock, 55% is owner occupied and 45% is renter occupied (see Figure 5). The rate of owner-occupancy is lower than MetroWest (70%) and the region (57%). Conversely, there are more opportunities for renters in Framingham than in the subregion and the larger region. However, since the 1980s rental opportunities in Framingham have decreased 2%, which is consistent with regional trends.

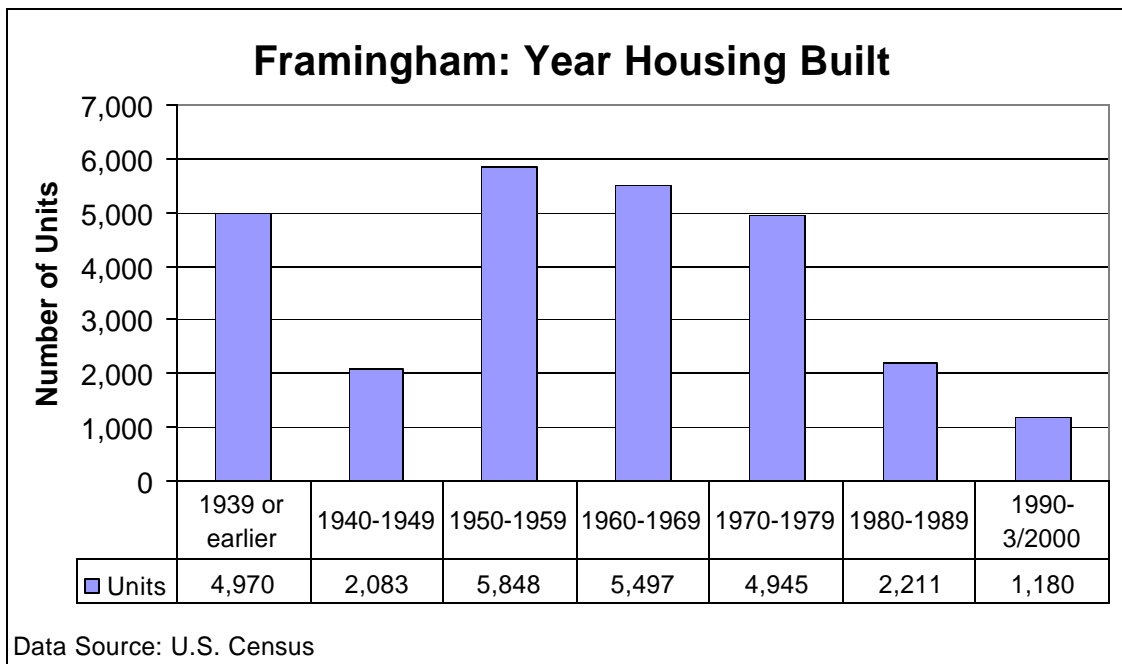
Figure 5



Much of Framingham's housing stock – 61% -- was built between 1950 and 1980, and 69% was built before the 1970s, when lead paint laws were enacted (see Figure 6). Framingham has less really old housing than some other communities, but many homes are old enough that they may need repairs, remodeling, or lead paint improvements. Prior to 1950, Framingham's housing grew at a much slower rate than the region. However, between 1950 and 1980, when Framingham built

the majority of its housing stock, its rate far exceeded that of the region. In the 1980s and 1990s, the rate of new housing being built again fell below that of the region.

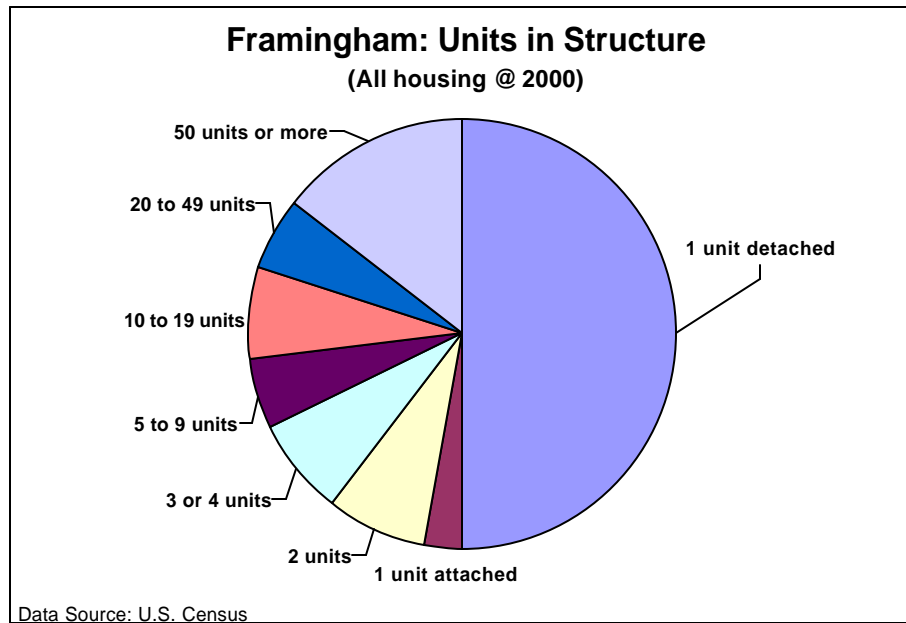
Figure 6



The proportion of single-family detached housing (50%) has changed very little since 1990 (48%). This is much lower than the MetroWest (64%) but more than the MAPC region (44%). The remainder of the town's housing is split among many structural types, with 14% in buildings with 50 units or more (see Figure 7). Framingham has almost 2,500 condos and 244 single-room occupancy units.

The most significant growth in Framingham in the last decade was in units in structures with 2-4 units (up 10%), followed by structures with 20 or more units (up 2%). However, overall there was less variety in the types of housing built in the 1990s, and Framingham actually lost units proportionally in some types. According to the U.S. Census, building permits issued for 2001-2002 were all single family (80 units).

Figure 7



Housing Supply: What Will the Future Bring?

Based on Framingham's available land, existing zoning, and land use constraints, the MAPC buildout analysis indicates that the town may see as many as 3,227 additional dwelling units (see Figures 8 and 9). The majority of these units will be single family (65.5%), while 34.5% will be multi-family that will be built in the Central Business District. As a result of these changes, multi-families will decline from the current 45%. This "buildout" could result in almost 7,700 new residents and almost 970 new school children.

Figure 8

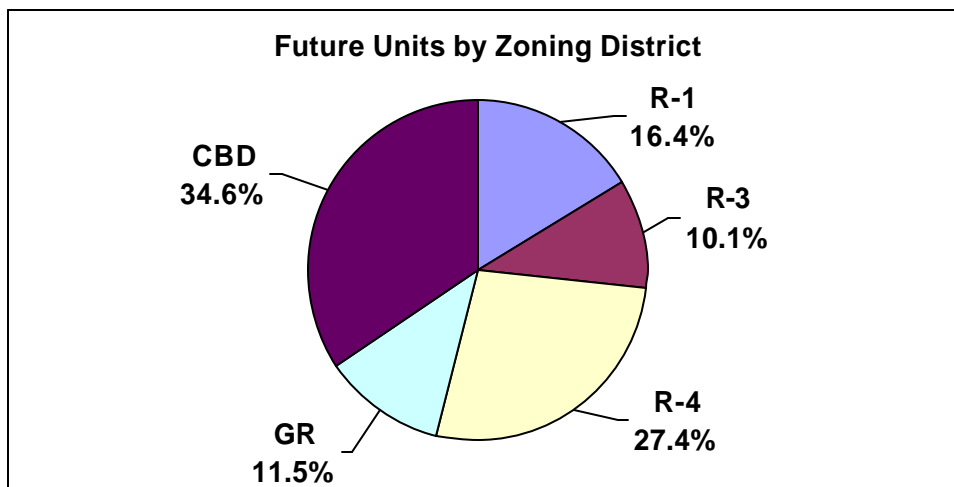


Figure 9

Potential New Housing & Its Impacts					
Zoning District	Minimum Lot Size	Lots	Dwelling Units	Residents	Students
SR 1	8,000 sf	532	532	1,266	160
SR 3	20,000 sf	329	329	783	99
SR 4	43,560 sf	882	882	2,104	265
GR	8,000	372	372	885	112
CBD	None		1,112	2,647	334
TOTAL		2,115	3,227	7,685	970

Given these development projections, more of Framingham’s new housing is likely to be single-family, owner-occupied, lower-density, and more expensive housing than its existing housing. This will represent a shift in housing balance and less diversity of housing choice. However, much more of Framingham’s growth is expected to be in multi-family units than that of many other communities, reflecting some “smart growth” planning on the town’s part.

Affordable Housing Inventory

According to the state’s April 2002 Subsidized Housing Inventory, which keeps track of all housing that qualifies under M.G.L. Chapter 40B, Framingham has 2,705 subsidized housing units. Of these, 1,069 are owned and managed by the housing authority, and 1,636 are in privately owned developments. The public housing has 671 elderly units, 24 disabled units, and 374 family units.

Framingham’s 2,705 subsidized units constitute 10.17% of its 26,588 year-round housing units, and therefore the town has reached the 10% goal established under M.G.L. Chapter 40B. However, some of the existing affordable housing may be lost through the expiration of restrictions on properties that are not permanently affordable. In the near term, 5 properties – 214 units – are “at risk” and others may also face similar risks. The town may wish to take steps to preserve the existing at-risk housing in order to simply maintain the current 10% level. In addition, the goal of 10% is a moving target: as the base number of housing units grows, the 10% grows as well; thus new affordable housing must be added simply to keep pace. The 10% is also an arbitrary number and is not based on need. As we will see later in this report, about 46% of Framingham’s households – estimated at over 12,000 households³ - have low-to-moderate incomes, the level that qualifies for subsidized housing.

³ Not adjusted for family size.

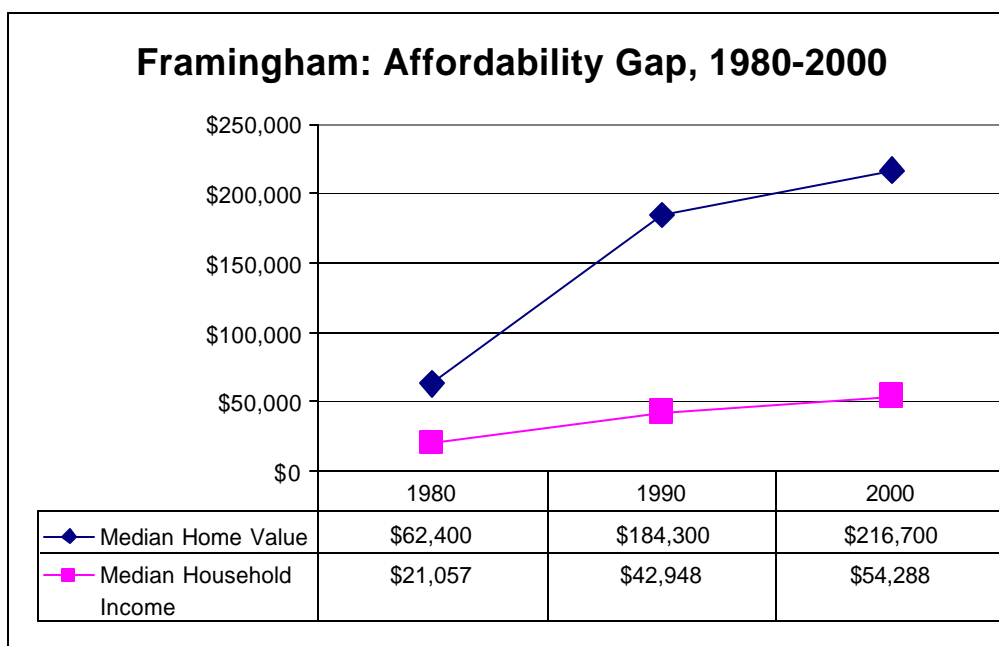
Linking Supply, Demand, and Affordability

High demand and limited supply have cut vacancy rates and forced up the costs of both owning and renting a home.

The Costs of Buying a Home

Framingham's "Affordability Gap" – the relationship between income and home values – has grown substantially since 1980 (see Figure 10). As a rough rule of thumb, housing is considered affordable if it costs no more than 2.5 times the buyer's household income. Even in 1980, the median-income Framingham household could not afford the median-value home; home values were 3 times incomes, above the ceiling for affordability. In 2000, home values had risen to 4 times incomes, even higher than this affordability rule of thumb. The median-income household in 2000 could afford about \$135,720, while the median value was \$216,700; thus this household faced an "affordability gap" of almost \$81,000 between what it could afford and what was available.

Figure 10

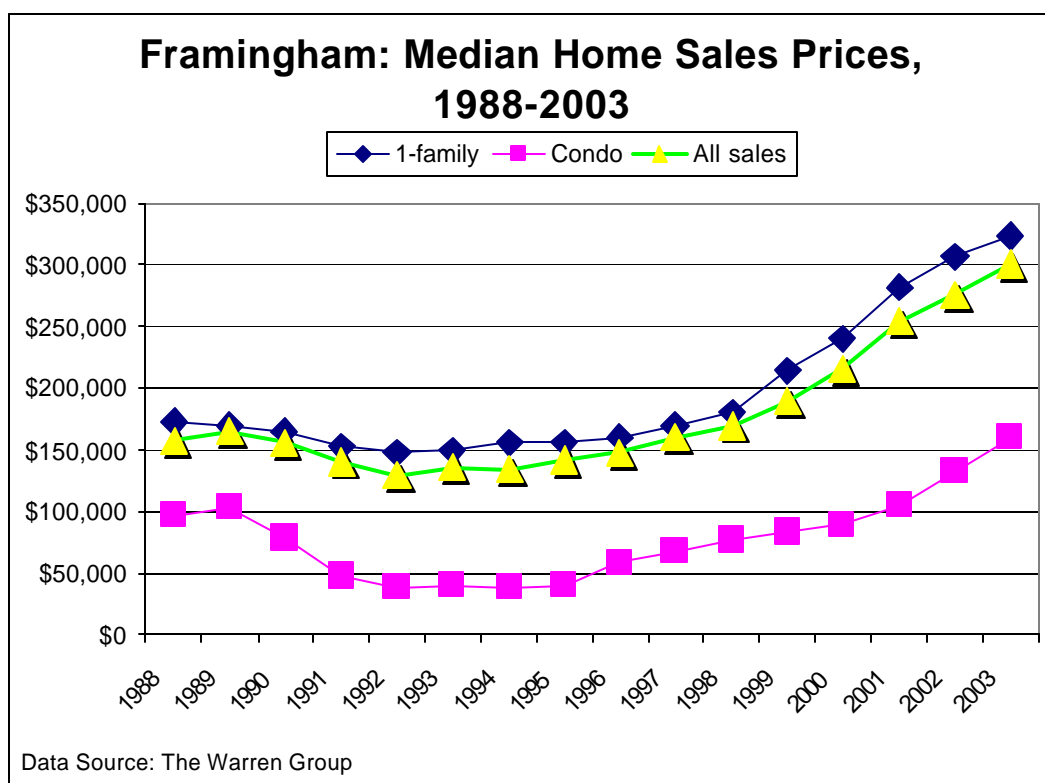


Clearly, housing prices have risen faster than incomes, and housing has become much less affordable. Out of 101 MAPC communities, Framingham has the twenty-ninth lowest housing values. Though Framingham's housing values are on the lower end of the spectrum as compared with the 101 communities in the MAPC region, the ratio of home values to income in Framingham matches the median ratio – 4:1 – for the MAPC region, though it falls well below the highest ratio of 9:1. Bellingham is the only community in the region where the local median-income household can afford the median-value home (and have over \$3,000 left!), while Brookline residents face a gap of a whopping \$432,723.

On a regional level -- for households with the regional median income -- Framingham is more affordable relative to the whole region, though there is still a large gap (about \$53,000). A household with the regional median income could afford the median value home in only six MAPC communities, and Framingham is not one of these.

Although home sale prices remained relatively flat and even dipped during much of the 1990s, there has been a steep rise in recent years (see Figure 11).⁴ The median single-family home sale price in Framingham more than doubled between 1998 and 2003. In 2003, the median single-family home sold for \$324,500, the median condo for \$160,000, and the median for all sales (including 2-4 family dwellings) was \$300,000. Of 58 new homes built in 2001, only 1 was assessed for less than \$200,000 while 50% were over \$300,000. A household with the current regional median income -- \$82,600 -- would face an affordability gap of about \$118,000 between the current single-family sales price and what it can afford. A household at today's regional "moderate" income level -- \$66,150 -- would clearly face a much wider gap.

Figure 11



To bring the situation closer to home, we estimated how a young family with two town-worker salaries might fare in trying to buy today's typical condo as a starter home. An entry-level police

⁴ Home values, as shown in Figure 10, are the amounts residents consider to be the value of their homes as provided to the Census. Home sale prices, as shown in Figure 11, are based on actual home sales as recorded at the Registry of Deeds and made available by the Warren Group.

officer and DPW worker together might earn up to about \$65,000 and could afford about \$162,000. Given the median condo price of \$160,000 for 2003, that family would be just barely able to buy a condo.

Framingham's condominium prices have not risen as much as single-family prices and are lower than those in many communities. Thus, Framingham's condos remain a relatively affordable first-step in homeownership for entry-level professionals, municipal employees, and other young families. Condos also offer an affordable alternative for empty-nesters and seniors who are interested in down-sizing.

The Cost of Renting

The costs of rental housing also rose substantially during the 1980-2000 time period throughout metro Boston. In Framingham, rents jumped 117% in the 1980s and another 20% in the 1990s. By 2000, median rent had reached \$835, requiring an annual income of \$33,400.

Rents as reported in the Census seem low. They are as reported by tenants in 2000, when the Census was taken. Thus they are relatively old. More importantly, they reflect rents paid by in-place tenants who may be long term and have rents that rise only incrementally from year to year. Newcomers seeking market rentals today most likely face considerably higher rents.

Although accurate current local rent level data are not available, a recent national study found that Massachusetts had the highest rents in the country. The study found that the statewide "fair market rent" (FMR)⁵ -- \$1,165 -- required an income of \$46,582, while the metro Boston FMR -- \$1,419 -- required an income of \$56,760. Furthermore, 61% of Massachusetts renters and 64% of metro Boston renters cannot afford the FMR.⁶

There are some indications of a slight slackening in recent rents, especially for luxury rentals. Nonetheless, of the various sources cited in a recent report,⁷ none shows rents below \$1,000 per month; median advertised 2003 rents in Newton and Waltham, the only communities in relative proximity to Framingham for which data are available, were \$1,450 and \$1,200 respectively. Newton's rent declined about 9% from its 2001 median, while Waltham's declined 11%.

⁵ FMRs are estimated annually by HUD. They determine the eligibility of rental housing units for the Section 8 Housing Assistance Payments program and are used to calculate subsidies under the Rental Voucher program.

⁶ National Low Income Coalition, *Out of Reach*, 2003.

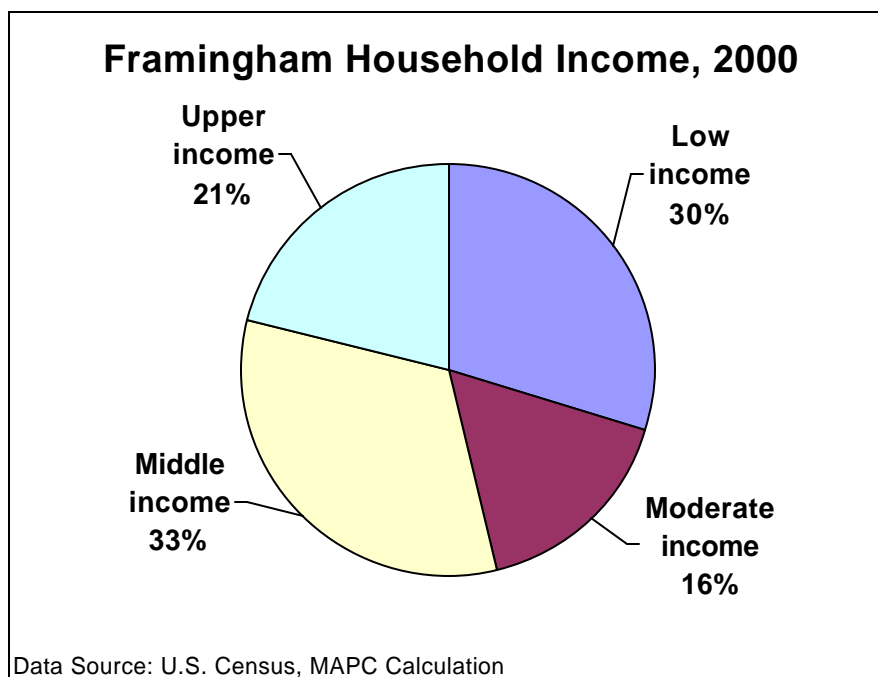
⁷ Northeastern University Center for Urban and Regional Policy, *The Greater Boston Housing Report Card 2003*, April 2004.

Housing Cost Impacts and Housing Need

High housing costs have the most severe impact on those on the lowest rung of the income ladder. Of the renter households for which data are available, 40% (4,442 households) pay more than 30% of their income for rent; 34% (3,737 households) have incomes below \$35,000 and pay more than 30% of their income for rent; and 52% of elderly renters (814 households) pay more than 30% of their income for rent.

Of Framingham's total households, about 46%, or more than 12,000 households, have incomes below 80% of median (see Figure 12). This is considered to be "moderate income" and is the income level that qualifies for affordable housing. Of these households, almost 7,800 have incomes below 50% of median, considered "low income." Middle income households – those with incomes between 80% and 150% of median – make up 33% of the town's households, while upper-income households constitute about 21%.⁸

Figure 12



According to HUD, 24,674 people in Framingham are low-to-moderate income. This is an increase of 47% since 1990. The proportion of low-moderate income people has grown from 28% in 1990 to 39% in 2000. Also, 1,004 families (6%) were below the poverty level.

⁸ This is a statistical estimate only and does not adjust for family size. Cut-offs used in chart are for the year 2000, coincident with Census data. Low income (50% of median) = \$32,750; moderate income (80% of median) = \$50,200; middle (81% -150%) = \$98,250; upper income (over 150%) = over \$98,251.

Lower-income households in Framingham face extreme rent burdens compared to other communities and are by far the most burdened by high rents (see Figure 13). Households in the young and old age ranges are most burdened, although in all age categories a fairly high proportion pays more than 30% of their income in rent (see Figure 14); 52% of elderly renters (814 households) pay more than 30% of their income for rent. This pattern of high impacts on young and old is fairly typical. In most communities, elders are especially burdened and people in the middle years are least burdened; in some cases, the young face high rent burdens.

Figure 13

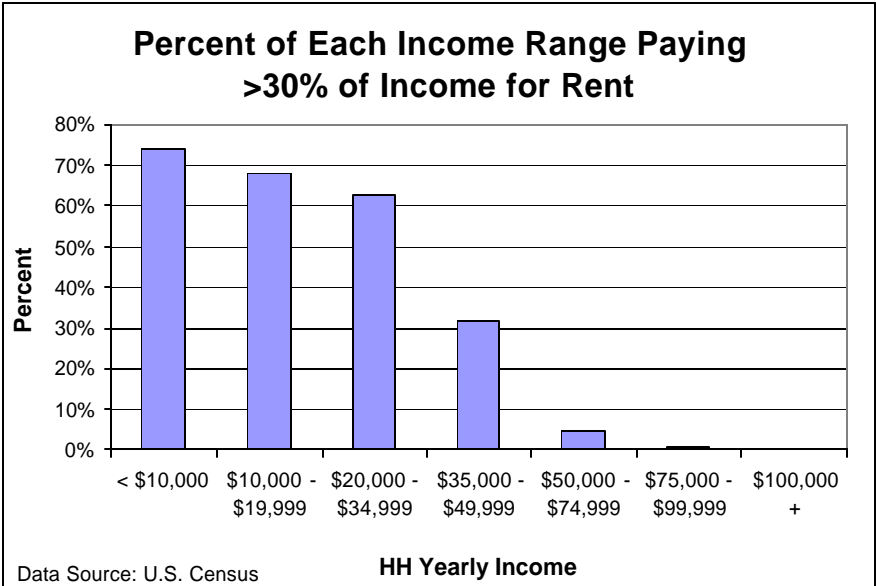
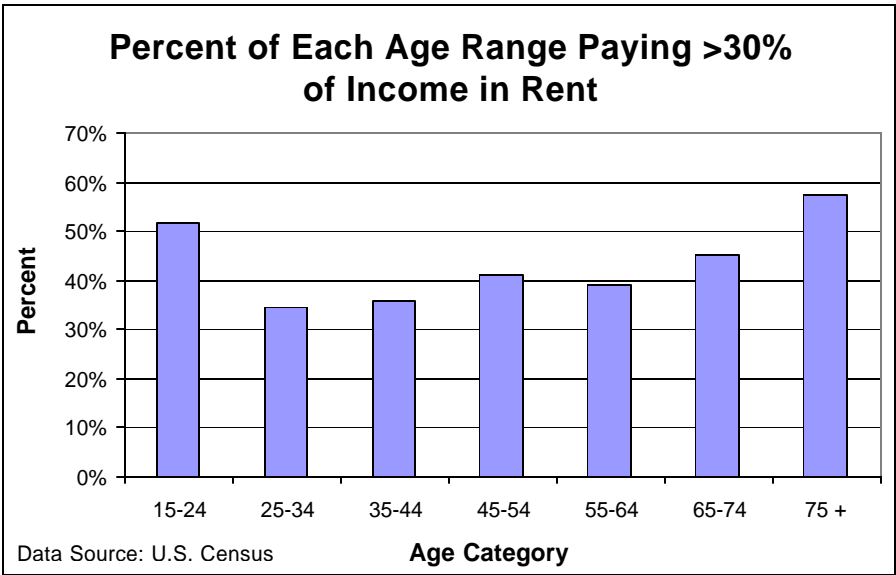
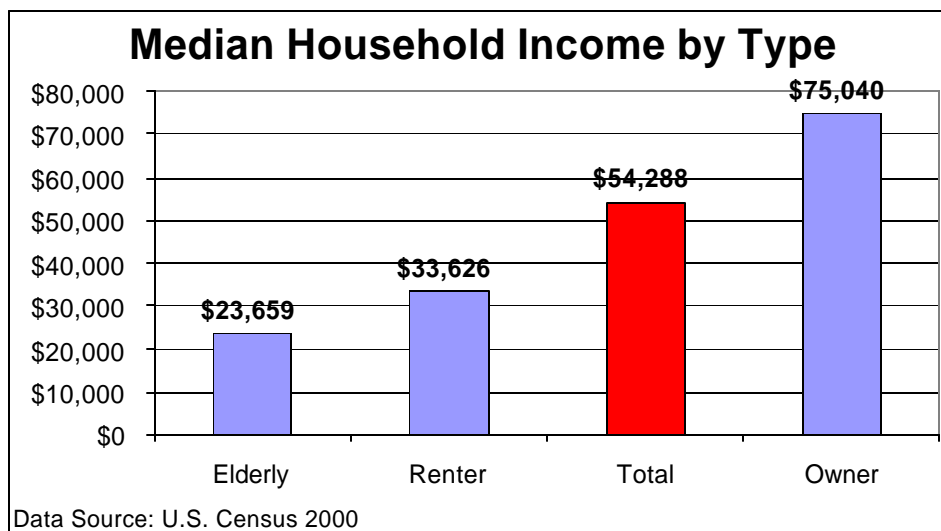


Figure 14



Owners have the highest incomes, while renters and elders have the lowest incomes (see Figure 15).

Figure 15



Low-to-moderate income demand far exceeds available subsidized housing supply. According to the Framingham Housing Authority, there are 188 elderly households on the state-aided elderly housing waiting list and 316 on the federally aided list. The elderly numbers include disabled, who make up the largest proportion of this category: 63% of state-aided and 90% of federally-aided.

According to the 2000 U.S. Census, people with disabilities make up 10% of the town's population of 5-20 year olds; 21% of the town's 21-64 year olds; and 34% of those 65 and older. Of the disabled population in Framingham between the ages of 21 to 64, 66% are employed as compared with 83% of those in the same age category who do not have a disability. These numbers further underscore the need for increased housing opportunities for the disabled of all ages in Framingham.

In addition, there are 1,802 applicants on the state-aided family waiting list and 2,176 on the federally aided list. There are also 2,058 applicants on the Section 8 vouchers waiting list. In addition, according to the Southern Middlesex Opportunity Council, Framingham has 503 homeless people.⁹ This includes 103 families, consisting of 112 adults and 192 children, and 199 single adults. This includes people in shelters, hotels and motels, and a number of other facilities. The greatest demand in Framingham is for multi-bedroom family housing and housing for people with disabilities.

By any of these measures, it is clear that there is an imbalance between housing costs and residents' housing needs. The 10% affordable housing threshold seems inadequate when 39% of the town's residents are low-to-moderate income; 39% of renters have low-to-moderate incomes and are paying more than 30% of their income for rent; long waiting lists exist for all subsidized

⁹ As of October 2003.

housing, but especially family housing; and over 500 Framingham people are homeless. A goal of 30-40% affordable housing, although extremely ambitious, may be more in line with needs.

Similarly, middle income households – the town’s teachers, firefighters, police officers, librarians, young families, adult children of existing residents, and new employees joining the workforce – face enormous barriers in achieving homeownership. Given that about 33% of Framingham’s households fit in this category, the town might adopt as a goal that 33% of its housing should be affordable to people in this range.

A program to work toward these goals should prioritize public assistance for low-to-moderate-income households and assume the following basic outline:

- Most low-income housing should be rental. This will require substantial subsidy, including reduction in land costs from using publicly owned property, reduction in profits from using non-profit developers, and reduction in financing costs via grants, subsidy programs, tax credits, and below-market financing.
- Moderate-income housing should be a mix of ownership and rental. Some could be subsidized as above, while others could have reduced costs due to zoning reform, property rehabilitation, adaptive reuse and conversion of non-residential properties, acquisition of existing property, first-time homebuyer assistance, and other incentives.
- Middle-income housing would be predominantly ownership. Costs would primarily be moderated through zoning reform and non-financial reforms and incentives.

Housing Profile Summary

- Framingham can expect a growing demand for family, trade-up, empty-nester, and senior housing.
- The current housing mix is more diverse than most, with more different types of structures and more rental opportunities.
- The future housing mix is likely to have less variety, less rental, and be lower density and more expensive.
- Condos in Framingham still offer relatively affordable housing opportunities for entry-level professionals, town workers, young families, down-sizing empty-nesters, elders, and others.
- Although Framingham appears to have achieved the 10% affordable housing goal, there continues to be a very high need for affordable housing as indicated by:
 - Large numbers of low-moderate income people;
 - Long waiting lists for subsidized family, elderly, and disabled units;
 - Over 500 homeless people, including over 300 family members.
- Middle-income households also face barriers to homeownership.

Results of the Housing Forum: Steps to Address Framingham's Housing Needs

Setting Goals and Objectives

Framingham residents reviewed the Housing Profile at a Housing Forum held September 15, 2003. Based on the information in the profile, participants offered ideas about goals and objectives for the Housing Element of the Plan and suggested locations for potential housing.

It was clear from Framingham's Housing Profile that the town is becoming much less affordable and has a sizable and growing population that cannot compete in today's marketplace. Recent studies tell us that the state's high housing costs are major barriers to economic development and that Massachusetts is losing young adults because the cost of living – fueled by the cost of housing – is so high relative to other states.

With this as backdrop, local residents identified and ranked housing goals and themes. Based on the results, MAPC recommends the following composite goal statement:

Framingham seeks to build more affordable housing, using density to produce housing and save land and using a “village” concept to site housing with a mix of uses near transit, services, and other amenities. Housing should address the needs of a broad range of people (e.g., different incomes, ages), including existing residents & workers, and efforts should be made to attract good jobs so workers can better afford housing.

Based on MAPC's findings, Framingham subsequently adopted a Housing Policy with the following housing objectives:

- The Town shall actively advocate and support the development and maintenance of a diverse housing stock throughout Framingham to ensure that quality housing is available to households and individuals at all economic and social levels.
- The town shall actively advocate and support the development of a variety of housing options for special needs populations, including homeless persons, and the elimination of barriers to such housing.
- The Town shall actively promote the elimination of substandard, overcrowded, or other undesirable living conditions.
- The Town shall actively promote and encourage creative, suitable options for the provisions of housing for elderly individuals.
- The Town shall support the preservation and improvement of existing public and privately owned affordable housing.

- The Town shall encourage the adoption of zoning, regulatory, permitting and other procedures that promote appropriate residential development.

These goals and objectives are compatible and complementary, and together set the stage for the strategies and recommendations presented in this report. The town's Housing Partnership has developed a more detailed set of Housing Policy Goals and Implementation Strategies and Actions, along with Components of an Implementation Strategy; these appear in the Appendix.

Identifying Potential Locations for Housing

Participants identified sites where housing might be appropriate either as new construction or redevelopment of existing structures. The Housing Opportunities map (see Map #4) and the list of potential sites, with some preliminary ideas about who might live there and what type of housing might be most appropriate, is a "starter set" for future investigation by the town and other partners (see next page). Further study of these sites will be needed to determine their development potential and feasibility and to address a range of issues including parking, site design, ownership, affordability levels, and more.

Participants were asked which locations seemed worth pursuing. The right-hand column shows the result: a "yes" indicates locations that received a 2/3 vote or more; a "no" indicates locations that did not receive a 2/3 vote. It is important to note that the group was small, and several votes were close; we recommend further investigation of most sites listed below and others that may be identified in the future.

Preserving and Creating Appropriate Housing

Seizing Opportunities and Overcoming Barriers

Framingham's ability to preserve and create housing to meet its needs depends on many factors, including available land and buildings, funding and financial resources, staff, public awareness and political will, organizational resources, laws, regulations, policies, and programs.

Certain of these factors work in the town's favor. The town is fortunate, for example, in that it has a large and highly competent Planning and Community Development Department, including expertise in housing. It also has an active Housing Partnership and a Housing Authority; the Housing Authority also has a non-profit housing development corporation, although it has been inactive in recent years due to lack of grant programs. Framingham has access to a broad range of services through the South Middlesex Opportunity Council (SMOC) and its housing development arm, the South Middlesex Non-Profit Housing Corporation. The town also has a Fair Housing Plan and a Fair Housing Committee.

The town receives annual Community Development Block Grant (CDBG) funds that are used for housing rehabilitation, lead abatement, and a host of other programs. It has also actively pursued other sources of funding for housing, including the Soft-Second Loan Program for first-time homebuyers and technical assistance grants to help the town negotiate with Ch. 40B developers.

In addition, Framingham participates in the MetroWest Affordable Housing Coalition and has a good working relationship with MetroWest Habitat for Humanity. In recent years, the town has adopted a number of zoning and regulatory changes that are supportive of housing and smart growth; its mixed-use by-law, for example, is often presented as a model for other communities. It has adopted guidelines for review of 40B developments and has just adopted an affordable housing by-law that will require 10% affordable units in all new development of ten units or more.

Potential Housing Locations

Map #	Location	Current Use	Proposed Use	Accepted
1	Dennison & Central Business District	Mixed Use	To Become Apartments, Condos, Accessory Apartments, etc.	Yes
2	Saxonville Center	Same	Same	Yes
3	Nobscott	Same	Same	Yes
4	Framingham Center	Same	Same Plus Housing Above Stores	Yes
5	Developed Land Throughout Town	Same	To Have Accessory Apartments and Adaptive Reuse	Yes
6	Mt. Wayte			Yes
7	Foss Reservoir	Under Water	Reclaim Land For Housing	No
8	Farm Pond	Underutilized	Could Be Better Utilized	Yes
9	Bethany		Preservation and Some Housing	Yes
10	Morency			No
11	Eastleigh Farm			No
12	Roxbury Carpet	Underutilized Building	Convert to Housing	Yes
13	Union Ave./Clay Chevrolet	Same	Same	Yes
14	Weeds at T-Station	Same	Same	Yes
15	Town Incinerator	Same	Same	Yes
16	Waverly St./Hollis Ct.	Parking Area	Develop Housing Above Parking Area	Yes
17	Golden Triangle	Mixed Use		Yes
18	State Lumber	Underutilized Building	Convert to Housing	Yes

From a property perspective, the town has some opportunities in underutilized sites and some older properties and has a fair amount of undeveloped or underdeveloped land zoned for residential or mixed-use purposes.

Perhaps most important of all, the town has both the leadership and citizen support to proceed with efforts to develop and maintain a diverse housing stock to provide housing opportunities for households and individuals at all economic and social levels.

There are also a number of obstacles to achieving the town's housing goals. These include the high and rapidly escalating cost of housing and land, some zoning and regulatory impediments, and a decline in both federal and state housing assistance funds.

Taking Strategic Action

At the initial visioning session, Framingham residents identified the following strategies as a starting point for its housing plan:

- Develop adequate parking for downtown housing opportunities
- Promote mixed-use development at transportation and economic hubs
- Promote mixed-use zoning to potential developers
- Determine appropriate areas to change zoning from industrial to residential
- Facilitate Dennison property for housing possibilities
- Encourage flexibility in zoning (parking and setbacks) to promote appropriate mixed-use developments
- Adopt inclusionary zoning
- Adopt bylaws allowing accessory apartments
- In appropriate areas, raise density to reduce parking and traffic and to increase public transit and pedestrian movement
- Promote voluntary rent review
- Encourage "friendly" 40B development
- Provide incremental tax breaks for rehabilitation of property
- Apply for state and federal grants for housing programs
- Establish/enhance a local housing trust fund
- Improve permitting process, including establishment of single point of contact for coordination of large projects

MAPC has used these ideas, strategies from other Framingham housing planning documents, and ideas from other communities to formulate the series of recommended strategies that appear in the Putting It All Together section of this report.

TRANSPORTATION: ENVIRONMENTAL JUSTICE TRANSPORTATION IN FRAMINGHAM

Summary

Introduction

The scope identified for the Metropolitan Area Planning Council's work on the Transportation Element of the Framingham Community Development Plan was to conduct an environmental justice analysis for the Town of Framingham. Particular emphasis was made to identify low-income and zero-vehicle households and potential target job locations in Framingham and contiguous communities in order to assess the transit access of these households to potential job sites.

Key Findings

Income

- Compared with other suburban communities in the I-495 corridor, Framingham has a high incidence of low-income (38%) and zero-vehicle households.
- The median household income for Framingham is lower than the regional average -- \$54,000 in Framingham compared to a regional average of \$55,800.
- Low-income and zero-vehicle households overlap and are clustered in the downtown/center area of Framingham.

Jobs Access

- Of all work trips by Framingham's labor force, 33% (11,404) are within Framingham, and 52% are within Framingham or abutting communities. Boston is the destination for 11% of the labor force in Framingham, and 4% travel to Waltham.
- Forty-nine percent of Framingham roads have sidewalks on at least one side of the road. Sidewalks are available on at least one side of the road for 95% of zero-vehicle households.
- Target job locations generally fall along major traffic routes including Route 9, Union Street, Rt. 136 and 126 and Cochituate Road between 126 and Ring Road.
- Over half of target job sites are potentially accessible using alternatives to auto travel

Accessibility

- Target jobs not served by existing transit routes include Route 9 between Union Street and Ring Road.
- Job targets in downtown Natick near the commuter rail station, although accessible, may be restricted because of the high costs of current inter-zonal fares.
- Access to job targets in downtown Ashland by commuter rail is affected by the schedule for reverse commuting as well as costs of fares.

Environmental Justice Analysis

Task 1: Identifying Targets Populations and Job Locations

Target Populations

As part of the Environmental Justice Analysis, the Metropolitan Area Planning Council prepared maps and background data to determine the location of low-income, minority, and zero-car households in Framingham. Locations for these groups are mapped based on definitions developed by the Boston Metropolitan Planning Organization¹⁰ to determine areas where target populations are concentrated. Locations were mapped at the smallest geographic area (census blocks groups) for which data were available.¹¹ MAPC provided these maps, background data and a Powerpoint presentation at a Transportation Forum held in Framingham on November 17, 2003.

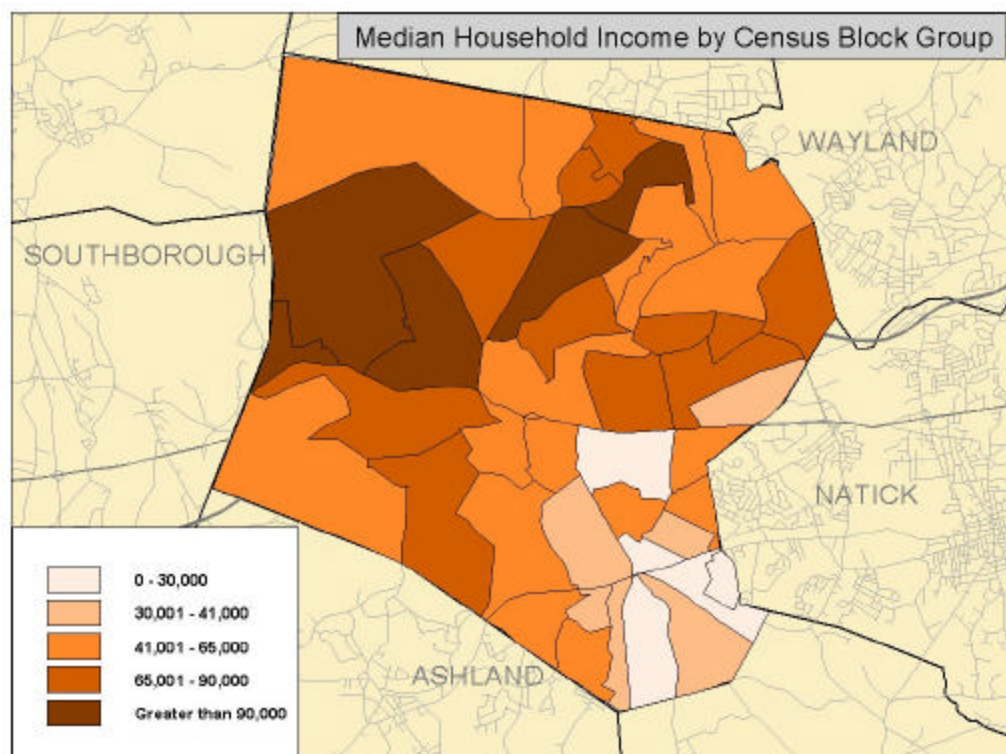


Figure 1 Median Household Income by Census Block Group

Figure 1 indicates the location of households in five income ranges in Framingham.

¹⁰ For the transportation analysis, low-income households are those with a household income less than or equal to 75% or less of the regional median household income of \$55,800 per four person household. By this definition, households with incomes at or below \$41,850 constitute low income households. Boston Region MPO: Regional Transportation Plan 2004-2005, p. 6-2.

¹¹ Census block groups range from 600 to 3000 in population. The optimal size is 1500. Framingham has 44 census block groups – the mean population of the 44 groups is 1500.

Low-Income Households

Thirty-eight percent (38%) of Framingham residents were identified as living in low-income households in the U.S. Census in 2000. This is above the regional average of 36% and, with the exception of Milford, represents the highest percentage in communities along the I-495 corridor.¹² In Framingham, low-income households have tended to cluster in the downtown/Framingham center area.

Figure 2 indicates those Census Block Groups where 20% or more of the households (4 persons) have incomes under 75% of the regional median income. The hatched area in Figure 2 shows census blocks with median household incomes of less than or equal to \$41,850.

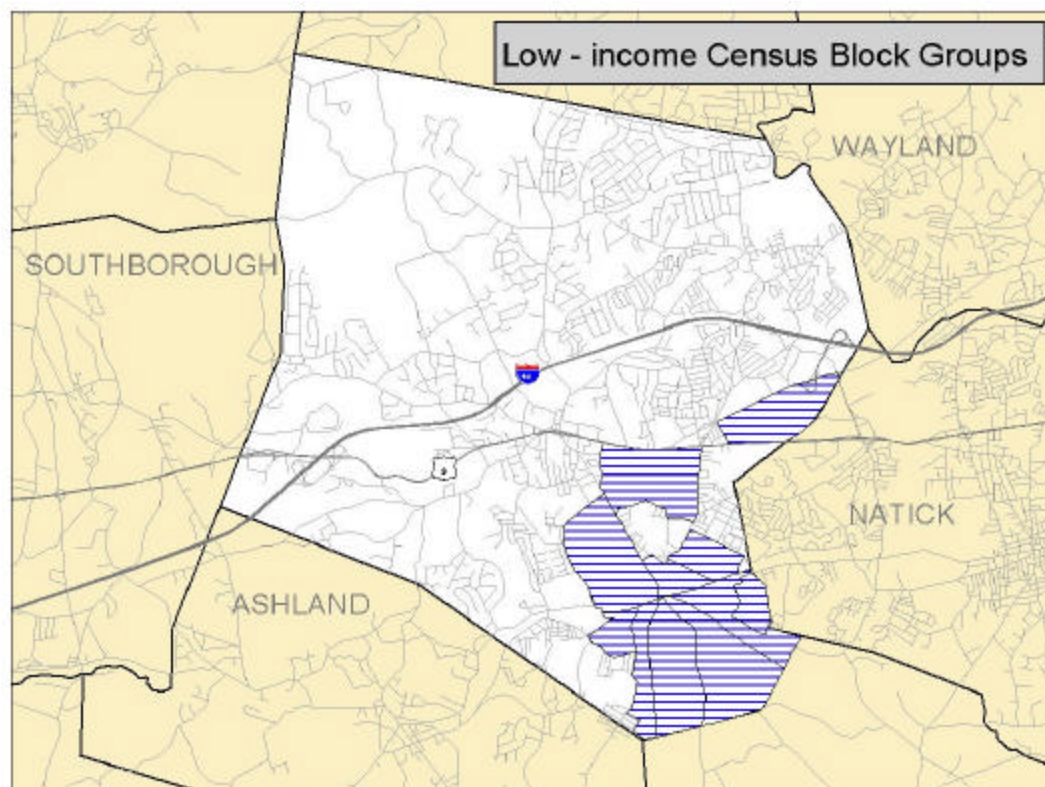


Figure 2: Low-Income Census Block Groups

Minority populations

Between 1990 and 2000, Framingham's population increased 3%, from 64,989 to 66,910¹³. As the population grew, it also became more diverse. More Framingham residents in the U.S. 2000 Census identified themselves as "non-white" than in the previous decade. The change between 1990 and 2000 for self-identified race is indicated in Table 1.

¹² U.S. Department of Housing and Urban Development and U.S. Census, 2000, SF-3. Data include persons in families that made 50% or less of the median family income for the Boston MA-NH PMSA in 2003, which was \$80,800. Thus, persons in families that had an income of \$40,400 or less are included.

¹³ Profiles of General Demographics Characteristics, Census 2000, Metro Data Center of the Metropolitan Area Planning Council, July 2001.

Self-Identified Racial Groups	1990	2000	% Change
White	85.2%	75.2%	-8.9
Hispanic	8.5%	10.9%	37.3
Black	3.3%	4.5%	41.9
Asian	2.9%	5.3%	87.1
Other	0.5%	1.8%	108.0
Two or more racial backgrounds ¹⁴	N/A	2.4%	N/A

Table 1: Self-Identified Racial Background 1990 and 2000

Using the MPO definition, MAPC mapped census block groups where at least 20% of the population identified themselves as “non-white” in the U.S. 2000 census.

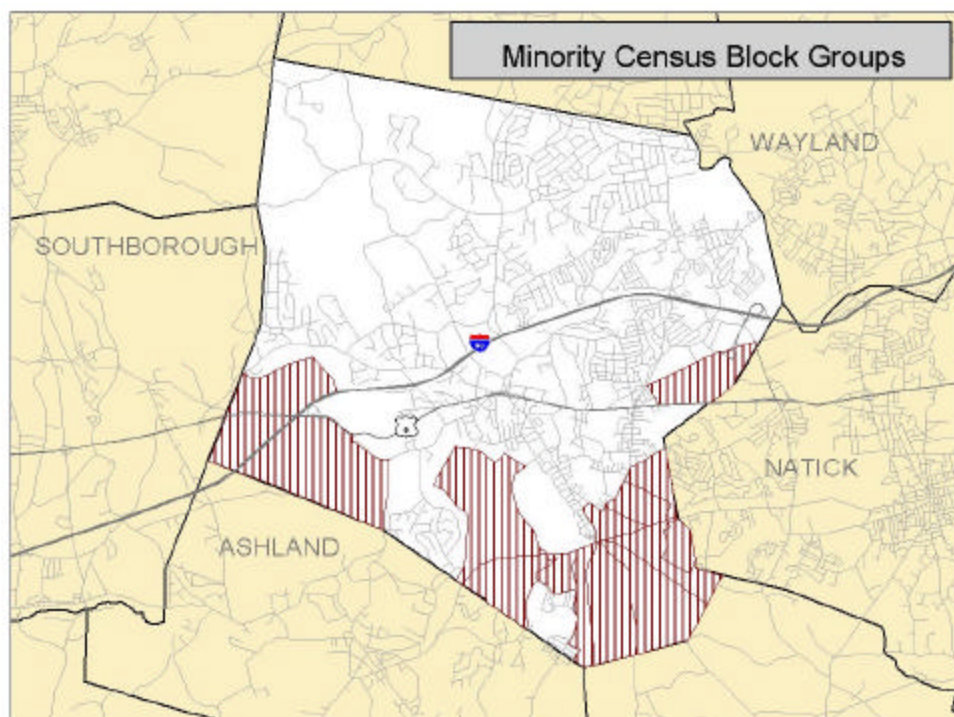


Figure 3: Minority Census Block Groups

It is also worth noting, in the context of transportation needs, that the oldest and youngest populations in Framingham also grew at a faster rate than the population as a whole. Those between the ages of 10 and 14 years increased by 36% during the decade while the eldest segments of the population – those over the age of 75 years – increased by 29%.

¹⁴ Two or more races was an option only for the 2000 Census, and doesn't apply to 1990. N/A information not available.

Zero-Vehicle households.

Although the ratio between vehicle ownership and eligible drivers has increased in the past decade, there is a substantial segment of Framingham households that have no vehicles; Figure 4 indicates those census blocks where 15% or more of the households have no access to a vehicle.

Like low-income households, households without cars tend to be concentrated in the Framingham Center/downtown area of the Town. Zero-vehicle households are those most dependent on transit and other non-auto modes of transportation.

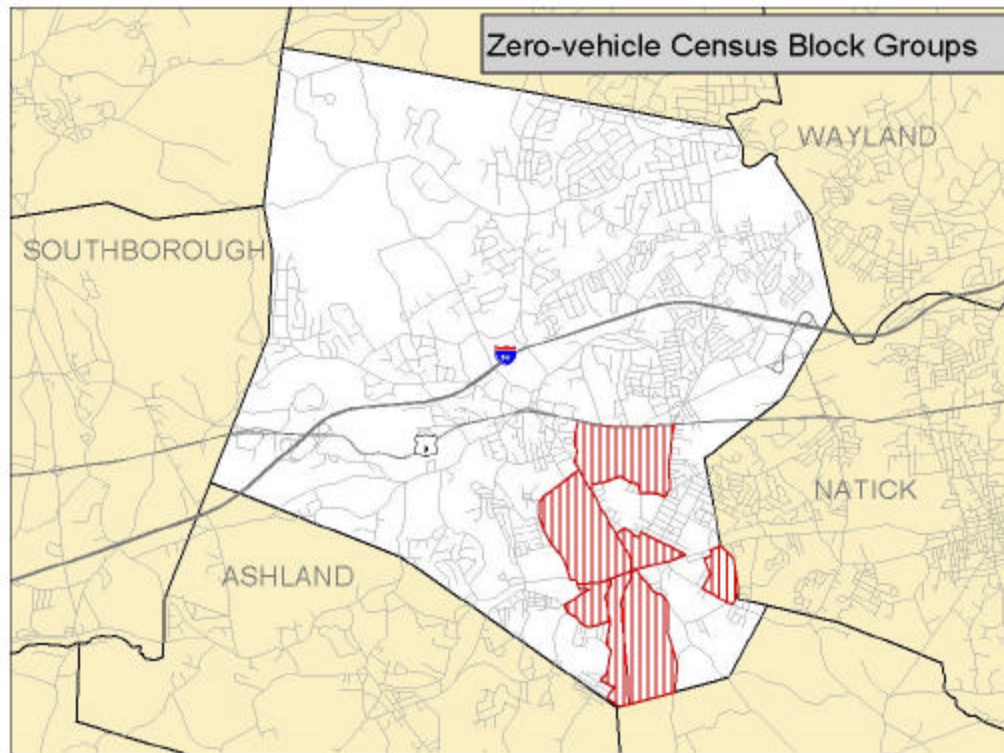


Figure 4: Location of Zero-Vehicle Households

Target Job Locations

As part of its analysis, MAPC undertook to identify and map the location (in Framingham and contiguous communities) of target jobs for low-income residents by job type and location. Over 9,000 job sites representing 139,000 jobs were geocoded using the Reference USA database.

Identifying Target Jobs

In order to identify which of the 9,000 job sites were likely candidates for low-income households, MAPC divided the annual household income of low-income households by the average workers per household in Framingham (1.4 workers) to determine the annual target wages to support existing incomes. The target wage was calculated at just over \$26,000. Next we identified target industries with average annual wages of \$26,256 or less as likely job locations for low-

income/zero-vehicle households. Finally, MAPC determined the job locations for target job categories.

Of the 9,000 job sites identified in and around Framingham, 1,500 were identified as target sites. Figure 5 indicates the location of these job sites. Of the 139,000 jobs within the study area, 17,440 are in categories that pay annual wages at or below \$26,256 and were therefore likely jobs locations for low-income/zero-vehicle households.. These target locations represent 13% of jobs in Framingham and its surrounding communities.

Target industries included:

- Personnel Services
- Motion Pictures
- Food Stores
- Eating and Drinking Establishments
- Repair Services
- Membership Organizations
- Amusement and Recreation Services, and
- Local Transit.

In addition to these eight target industries, three additional categories were identified that represent wages falling in somewhat higher ranges than the target wages. These industries include:

- Social Services
- Rubber and Plastic Production
- Hotel Services

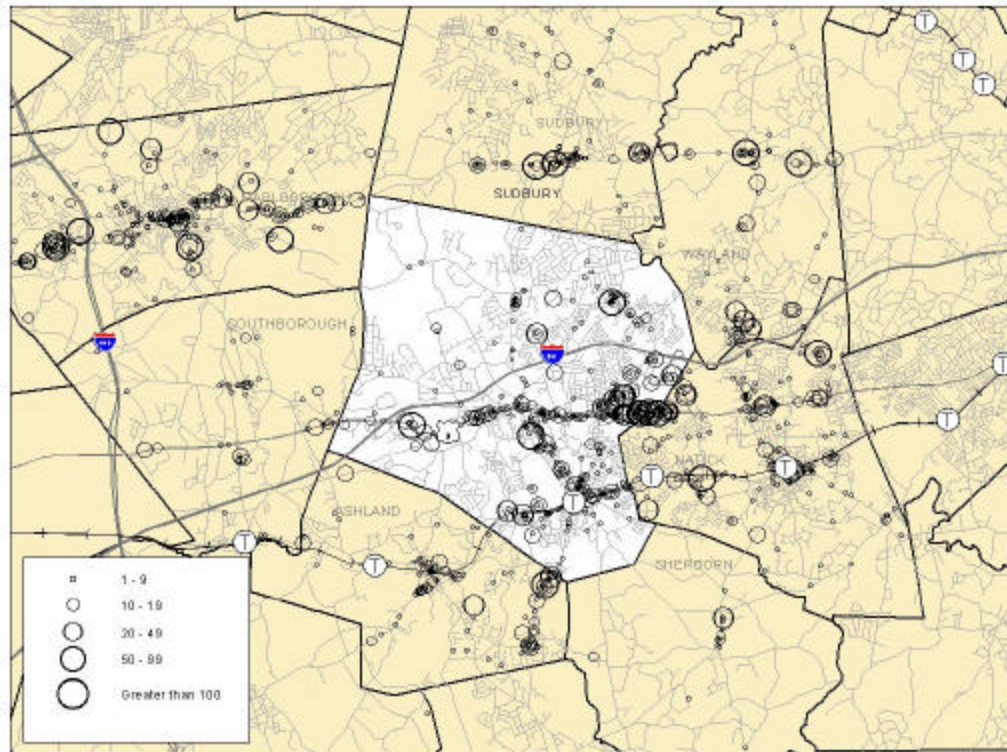


Figure 5 - Target Job Locations

Not surprisingly, the job locations generally fall along major traffic routes including Route 9, Union Street, routes 135 and 126, and Cochituate Road (Rt. 30) between Rt. 126 and Ring Road.

Target jobs are also located in Marlborough, downtown Natick, and along Main and Union streets in Ashland.

Task 2: Framingham Transit Services and Transportation Alternatives

Existing transit services including LIFT Routes were identified and mapped to indicate the level of transit access of low-income and zero-car households to potential job sites for the LIFT Routes, private bus service and commuter rail. Accessibility for non-auto modes of transportation including pedestrian accessibility and bike routes in Framingham were also mapped and analyzed for the target populations and Framingham as a whole.

At the time of this analysis, Framingham transit services comprised five LIFT Routes (LIFT 2, LIFT 3, LIFT 5, LIFT 6, and LIFT 7) as well as a private express bus service offered by Gulbankian. The routes for each of these services were mapped as indicated in Figure 6.

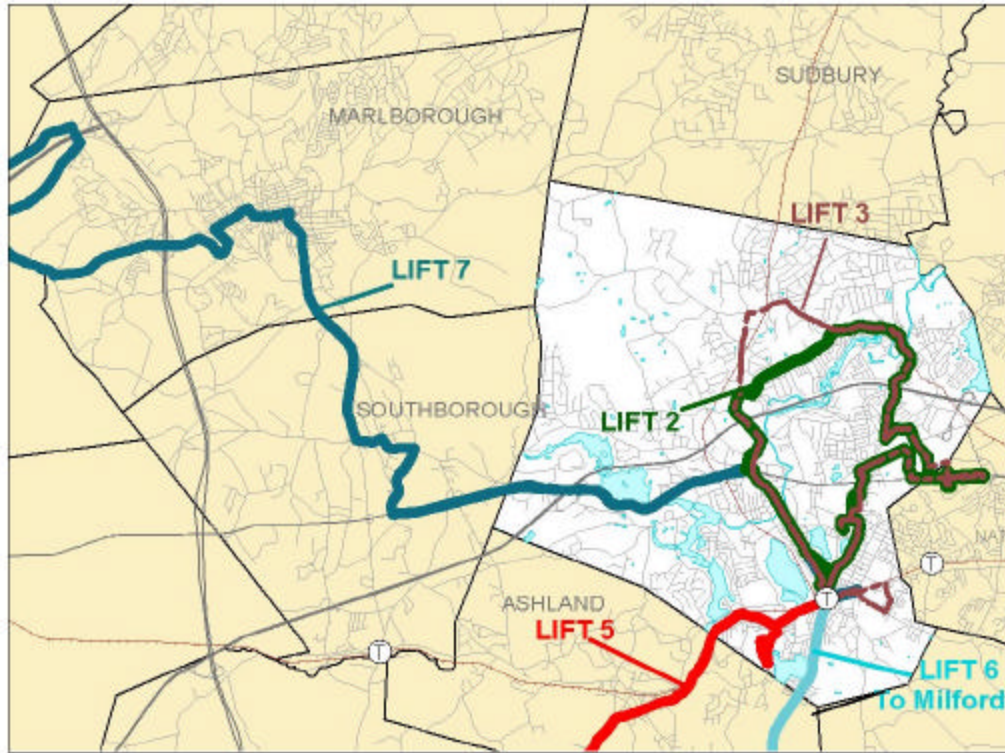


Figure 6: LIFT Routes 2, 3, 5, 6, and 7

How Well Do Existing Transit Routes Serve the Target Populations?

The results of the analysis are indicated in Figure 7. Of the 17,404 target employment locations, 52% are within ¼ mile of LIFT service routes. If the Ashland and Natick commuter rail stations are added to the locations, 56% of target employment sites are within ¼ mile of existing routes. Unfortunately, it is not possible to determine, with available resources, to what extent the timing of LIFT routes are consistent with the work hours of target jobs. Target jobs not served by transit routes include Route 9 between Union Street and Ring Road. Access to job targets in downtown Natick near the commuter rail station, although theoretically accessible, may be limited because of the high costs of current inter-zone fares. Access to job targets in downtown Ashland are affected by the constrained schedule for reverse commuting as well as costs of fares.

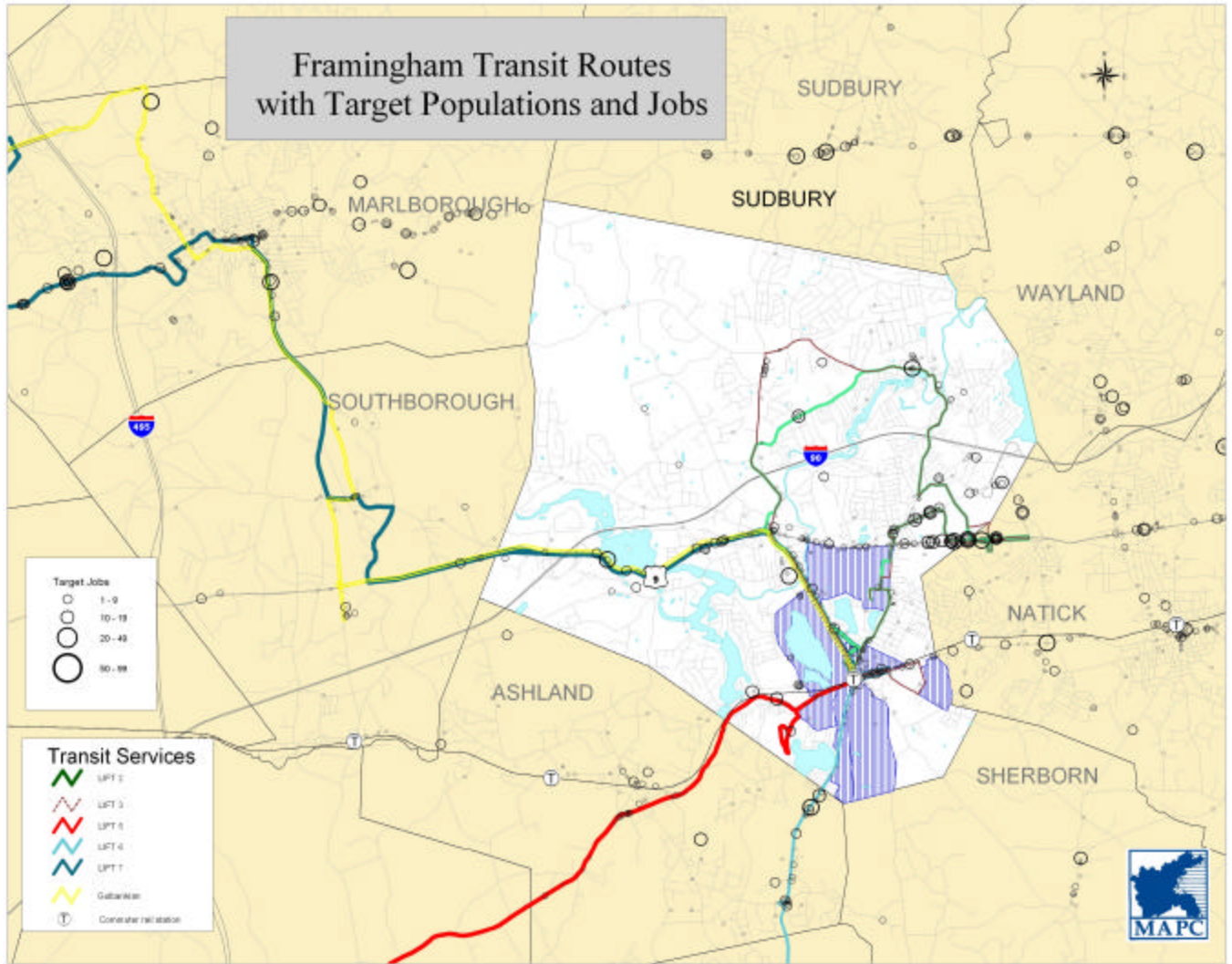


Figure 7: Existing Transit Routes, Target Population and Target Job Locations

Table 2 Interzone vs. Suburb-to-Boston Fares: Current and Proposed Fare per Mile

Trip	Approx. Distance (Miles)	Current* One-Way Cash Fare	Current Fare per Mile	Proposed One-Way Cash Fare	Proposed Fare per Mile
Framingham to Natick	3.5	\$2.00	\$0.57	\$2.50	\$0.71
Framingham to Boston	21	\$4.00	\$0.19	\$5.00	\$0.24
Ashland to Framingham	6.5	\$2.00	\$0.31	\$2.50	\$0.38
Ashland to Boston	27	\$4.25	\$0.16	\$5.25	\$0.19

Pedestrian Access

Using information contained in the Road Inventory Files (MassHighway Department), MAPC mapped the availability of sidewalks within Framingham. Forty-nine percent (49%) of Framingham roads have sidewalks on at least one side of the road.

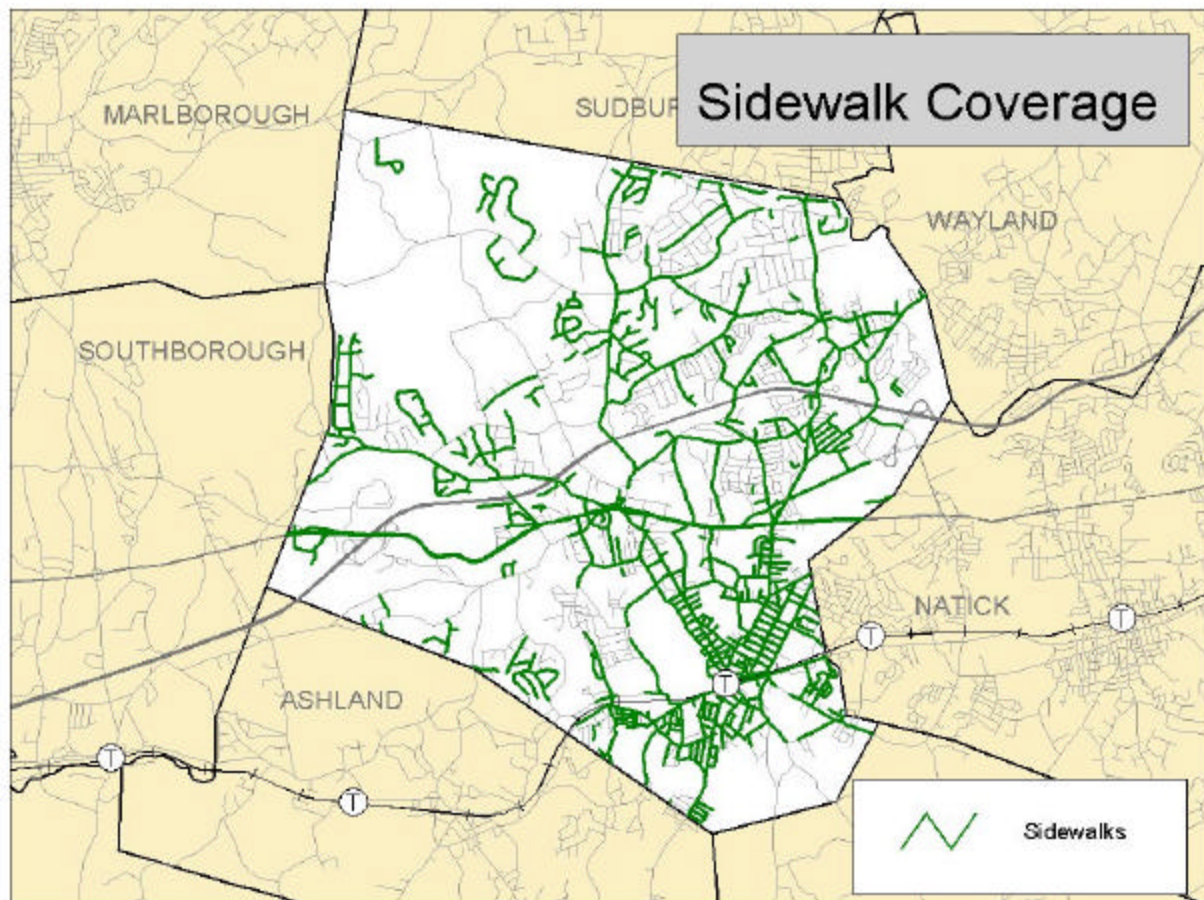


Figure 8: Sidewalk Coverage - Town of Framingham

Figure 8 indicates the current sidewalk coverage in the town of Framingham. Figure 9 provides a more detailed view of sidewalk coverage in the section of Framingham with high concentrations of zero-vehicle households. Sidewalks are available on at least one side of the road for 95% of the area where zero-vehicle households are concentrated.

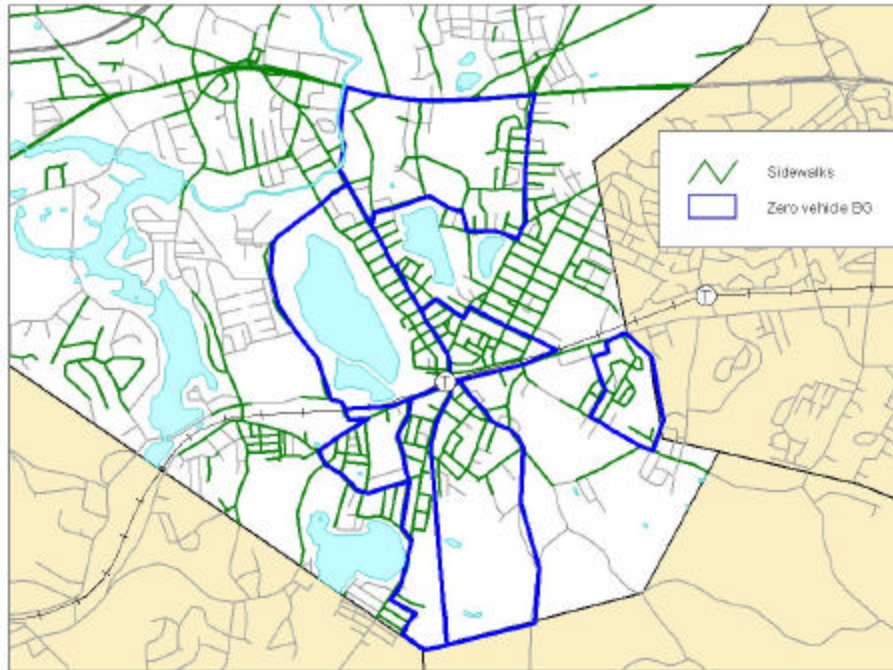


Figure 9: Sidewalk Coverage in High Concentration Area of Zero-Vehicle Households

Bike Access

Bike trips are another potential travel method for zero-vehicle households. As indicated in Figure 10, although there are a number of bike paths proposed for Framingham, and the community continues to work toward their construction, they have not yet been constructed.

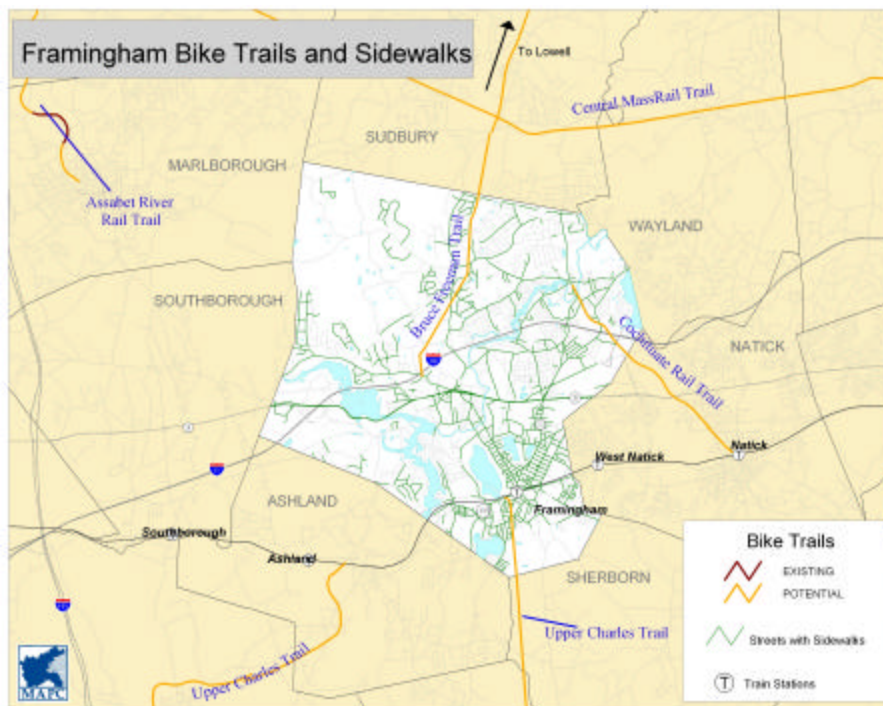


Figure 10: Proposed Bike Trails and Existing Sidewalks

Journey to Work

As a final component of the analysis for Framingham, Journey to Work information from the 2000 Census was provided for job destinations of the Framingham labor force. Of all work trips by Framingham's labor force, 33% (11,404) are within Framingham, and 52% are within Framingham and abutting communities. Boston is the destination for 11% of the labor force in Framingham, and 4% travel to Waltham.

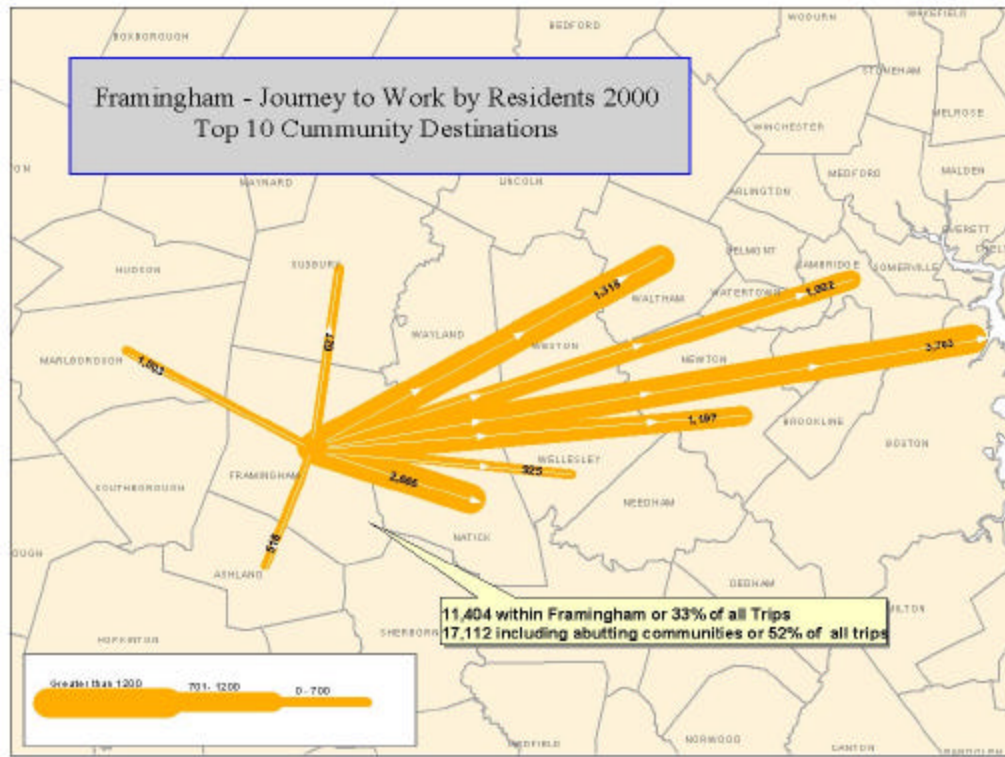


Figure 11: Top Ten Job Destinations by Framingham Residents, 2000

Results of the Transportation Forum

The Transportation Forum was held on November 17, 2003. Results appear in the Appendix to this report. MAPC's responsibility for the transportation element was limited to the Environmental Justice Analysis. The Town of Framingham did additional transportation planning.

PUTTING IT ALL TOGETHER

In this section, we take the recommendations from the individual topic areas, reconcile potential conflicts, and identify how the elements fit together. To the maximum extent possible, the recommendations of the Community Development Plan are illustrated on Map 6, the Community Development Plan Map. Non-location-specific recommendations are either shown in text boxes on this map or are included in the recommendations section of this report.

Strategies include mapped strategies, where the town envisioned and described the future of specific areas, and non-mapped strategies that, if implemented, would set the stage for the town to achieve its goals but would not necessarily result in a change in the land use of a particular area.

In most cases, implementation will require a number of steps, including substantial public review and discussion as well as further study and feasibility analysis. The recommendations in this report are suggestions only. It is up to the town to determine which it chooses to implement.

Community Development Plan Map and Recommendations

Based on research, discussions with the Department of Planning and Economic Development and town officials, and on the results from public workshops and town-sponsored meetings, the Framingham Community Development Plan recommends the following actions for natural resources and open space, economic development, housing, and transportation. Details regarding these recommendations are in the body of the report. To the maximum extent possible, key location-specific actions are shown on the Community Development Plan map (Map 6).

Overarching Proactive efforts

- The town should establish a committee made up of members of various town boards and town residents to follow up on this Community Development Plan and to ensure that appropriate zoning and other by-law amendments are filed in a timely manner for review at future town meetings.
- In order to maintain maximum eligibility for all state grants, including those for open space, housing, and economic development, it is critical that the town take necessary actions to remain “certified” under Executive Order 418 and any other state funding review program. Future state funding will likely be oriented toward communities that are promoting “smart growth” while providing for housing across a wide range of incomes, under the Commonwealth Capital Fund guidelines.
- The town should reconsider adopting the Community Preservation Act (CPA) to provide funding for natural resource protection and housing.

Recommendations for Natural Resources and Open Space

Protection Alternatives

The following methods, some of which were discussed at the Natural Resources forum, provide options for the Town of Framingham to consider as means to achieve the Framingham Natural Resource goals:

- Raise awareness of the Framingham residents of the value and importance of open space and environmental protection, as a prerequisite for obtaining the necessary political support to undertake activities that require Town Meeting support, such as bylaw changes or funding for land acquisitions.
- Use zoning and other regulations to protect open space
 - Promote cluster development as a means of protecting significant portions of a property which is proposed for development. The town could promote cluster through a variety of means, including density bonuses for developers willing to use cluster, or through requiring that all subdivisions over a specified acreage or number of lots (i.e. “Major Residential Developments”) be developed through cluster subdivision. Note that the Framingham Cluster Zoning bylaw should be updated and amended to allow greater flexibility of design and to increase the incentives for developers to use this type of design.
 - Establish Wildlife Habitat Corridor Overlay Districts, which require areas for wildlife habitat corridors to connect existing conservation areas as land is developed (see Town of Falmouth regulation in the Appendix).
 - If the town is unwilling/unable to establish a bylaw requiring cluster development throughout town, residents may be willing to consider a Greater Callahan Overlay District (GCOD) in which cluster subdivisions could be the required form of development for any development over a specified size or number of lots. The Amherst Farmland Protection by-law is a good example of mandatory cluster; it appears in the Appendix.
 - An alternative incentive to promote cluster development would be the establishment of the GCOD, within which conventional development is limited to one unit per 10 acres, but if development is accomplished through cluster, then development could be done at the existing density of 1 unit per acre. This proposal is modeled after zoning for Open Space Development in the Town of Amesbury.
 - Transfer of Development rights, either within district or to Mixed Use Zones established by the town. This effort could be enhanced by first establishing the GCOD, with limitations of 1 unit per 10 acres on the properties within the district, but with 9 transferable units that could be

sold to increase development elsewhere in town (especially through increase in density in the Downtown or other selected mixed use sites.) Increased density would be via special permit (e.g., base density of 1 unit per 4,000 square feet of lot area and possible increase to 1 unit per 2,000 square feet of lot area [or more] with TDR units). As with all TDR programs, the major challenge is determining the location, and appropriate density, for the areas which will receive the development rights. As noted, one option may be the areas being converted from single-use commercial or industrial to mixed-use including residential. The Town of Milton's mixed-use by-law (see Appendix) is an example of mixed use with bonus incentives. In Framingham's case, MAPC suggests that a major part of the bonus density be limited to transferred units.

- Protecting wetlands and buffer zones through continued use of the existing Town of Framingham Wetlands Protection Bylaw and the State Wetlands Protection Regulations. Note that some areas of town may not need any further protection than what is afforded by these state regulation and local wetlands protection bylaw.
- Continue to work with the Sudbury Valley Trustees, the Trust for Public Land or other conservation groups to utilize a variety of options to protect natural resources and provide recreational lands in Framingham.
 - Utilize the tax-planning and negotiation skills of the non-profit organization to obtain lowest cost options to preserve open space.
 - Where appropriate, the selectmen can assign the town's right-of-first refusal on Chapter 61 properties to a non-profit conservation organization. The non-profit can hold the property, pending town meeting approval to purchase the site. Chapter 61 properties are those enrolled in the Agricultural, Forestland or Recreational Land property tax assessment programs. There are several hundred acres in town under the Chapter 61 programs.
 - Non-profit organizations can also lower the cost of acquiring key properties by undertaking fundraising campaigns, or by developing a portion of the property in order to lower the costs to the Town for the remaining portions of the property (under Chapter 61, the non-profit assigned a right-of-first-refusal could develop up to just under half of the site in order to protect the majority of the property).
- If acquisition of the properties is not an appropriate option (because of cost, or where the town does not need to own the land to achieve its conservation goals), the town could work to obtain Conservation Restrictions (CRs) on these areas. A CR is a legally binding agreement between a landowner and a public agency or non-profit land trust where the landowner agrees to keep some or all of the land undeveloped and in its natural state. A purchased CR usually saves significant

acquisition costs; a fully or partially donated Conservation Restriction can reduce the landowner's federal income taxes, federal and state capital gains taxes, local property taxes, and estate and gift taxes. An Agricultural Preservation Restriction (APR) is similar to a Conservation Restriction, but is specifically designed to keep agricultural lands in working farms.

- Explore state and private grants and other options for purchase of fee title or conservation restrictions on key properties (some sources are listed below).

Funding Strategies

The following are suggested funding strategies and resources available for Framingham and utilized by other communities in the state.

- Try again to adopt the Community Preservation Act (CPA), with better public education as an important component of the campaign. All of the site-specific land protection recommendations above could be accomplished with CPA funding. In addition, the CPA could provide critical funding for implementation of some of the low and moderate income housing recommendations. Although past attempts to pass the CPA in Framingham have failed, a combination of a list of critical Framingham projects that could be funded over the next few years through the CPA and the current \$100 million trust fund balance available to match local efforts may provide a strong argument for adoption of the CPA at this time. (www.communitypreservation.com)
- Establish a town land acquisition account (or consider whether the existing Town Conservation Fund under the jurisdiction of the Conservation Commission could be expanded into a more robust acquisition account). Potential funding sources include: annual allocations from the general operating funds, proceeds from the sale of municipal properties, proceeds from the sale of tax possession land, Chapter 61 rollback taxes on lands removed from the Chapter 61 program, and local option share of Hotel/motel room tax.
- Numerous grants are available for natural resource protection from national foundations. Many are only available to non-profits. The town should continue to work closely with the Sudbury Valley Trustees, Trust for Public Land, or other conservation organizations, to see if there are opportunities to apply for grants as specific properties become available (note that the grant fund availability may vary based on specifics of the acquisition project). The Manomet Center for Conservation Services has a comprehensive grants directory for open space conservation (www.manomet.org/regional/resources).
- The Massachusetts Self-Help and Urban Self Help Program assists municipalities with acquiring land for conservation and passive outdoor recreation. Depending upon a community's equalized valuation per capita decimal rank, the state

reimburses the community at the rate of 52% to 72% of the acquisition cost (www.state.ma.us/envir/dcs/selfhelp/default.htm).

- The Massachusetts Environmental Trust awards grants to municipalities, nonprofits, and educational institutions for a variety of environmental protection programs and projects. www.massenvironmentaltrust.org
- The Federal Land and Water Conservation Fund is administered by the state Division of Conservation Services for the acquisition and development or renovation of park, recreation, or conservation land. The program reimburses 50% of the total cost of public outdoor recreation projects with a maximum award limit of \$150,000. www.state.ma.us/envir/dcs/LandWater/default.htm.
- The Agricultural Protection Restriction program of the Massachusetts Department of Food and Agriculture assists in purchase of APRs on working farmlands. Current fiscal circumstances of the state are limiting funding for this program. Also, this program tends to focus on more affordable farmlands in central and western Massachusetts.

Specific areas discussed for protection of natural resources:

As noted above, twenty-three areas within Framingham were discussed for possible acquisition and/or protection. The properties which were rated highest priority by the participants in the Natural Resources Forum were as follows. (A full list of projects can be found in the report of the results of the Natural Resources Forum in the Appendix).

- Goodyear, Harrington and Whittemore properties
- Eastleigh Farm
- Morency/Arthur Street Woods
- Knox Trail Boy Scout Reservation
- Bethany
- CSX/South Sudbury Railroad ROW
- Cochituate Rail Trail
- Baiting Brook Realty Trust

Specific options for protection of these resources were not discussed at the forum. The following acquisition/protection recommendations for these highest priority properties are based upon the type of resource to be protected, whether or not public access is an essential component of the protection strategy, whether the property is currently the subject of a development proposal, and the assumption that due to the limited financial resources available the community cannot purchase all of its highest priorities. The preliminary recommendations are as follows:

- Goodyear, Harrington and Whittemore properties: These three properties are existing/potential farmlands. Preferred protection would be via CR/APR with fee title remaining with farmer. Since the State APR program has limited funds in

relation to the high-value land in Framingham, local funds may be needed to augment the state funds in purchase of the APR. Trail easements to connect to adjacent conservation lands would be desirable. If funds not available, protect critical features through Cluster development/Wildlife Corridor Overlay District/TDR.

- Eastleigh Farm: Existing farmland with existing trail easements connecting portions of State Park. Preferred protection would be via CR/APR with fee title remaining with farmer. However, once again, since the State APR program has limited funds in relation to the high-value land in Framingham, local funds may be needed to augment the state funds in purchase of the APR (see funding discussion below). Previous discussions between landowner and conservation groups have not yielded protection deal. If funds not available, protect critical features through Cluster development/Wildlife COD/TDR.
- Morency/Arthur Street Woods: This town owned property which was subject of past development proposal discussions was recently transferred (Spring 2004 Town Meeting) to the jurisdiction of the Framingham Conservation Commission for management as a conservation area.
- Knox Trail Boy Scout Reservation: Existing camp facilities. Preferred protection would be via CR with Scouts remaining as owner of camp. Past negotiations for CR have not yielded results, as BSA wishes to retain value of land for potential future needs. Perhaps CR with specific reserved sites that would retain value might meet needs. If funds not available, protect critical features through Cluster development/Wildlife COD/TDR.
- Bethany: Religious institution with natural lands surrounding developed areas. Provide initial protection for natural land via CR. In the event of sale of developed portion of the property for private development, acquire natural/open lands in fee title to provide recreation area for portion of town lacking in facilities.
- CSX/South Sudbury Railroad ROW: Acquire in fee title or long-term leases for use as multiple purpose trail
- Cochituate Rail Trail: Acquire in fee title or long-term leases for use as multiple purpose trail. The Town has secured a permanent easement for trail purposes on that portion of the ROW owned by the Massachusetts Turnpike Authority; the town hopes for similar arrangement for that portion of the ROW (between the Pike and Saxonville) which is owned by the MBTA.
- Baiting Brook Realty Trust: Preferred protection option would add portion of property in fee title to State Park, while keeping farmed area in private ownership but under CR. If funds not available, protect critical features through Cluster development/Wildlife COD/TDR.

Several of the proposals above refer to obtaining state funds for acquisitions of Agricultural Preservation Easements, but as noted elsewhere in this report, the APR program tends to purchase restrictions in lower value areas of the state. However, it is still possible to put together preservation projects in which the state funds are augmented by other funds. One example is the 2004 protection of a 140 acre dairy farm in the Town of Duxbury. In order for this project to work, \$.5 million from the Massachusetts APR program was matched with \$1.5 million from the Town Community Preservation Act funds, as well as \$2.3 million from a local land trust. The state and the town will jointly own the Agricultural Preservation Restriction on the farm, which will be owned and managed by the conservation trust, which will lease it to farmers. If the Town of Framingham were to pass the CPA (or if the town were to establish some other significant conservation fund), similar joint acquisition programs could lead to protection of the some of the higher priority parcels in town.

The Framingham Open Space Committee can evaluate the remaining properties proposed for protection, and determine the most appropriate means of protection, based upon proposed uses, critical resources to be protected, available funding and other factors as noted above.

Recommendations for Economic Development

The following recommendations are forwarded to advance Framingham toward the goals articulated by the public and town officials during the planning process.

Downtown

Revitalizing downtown Framingham was clearly the top priority expressed by residents attending the economic development forum. The general opinion was that the downtown should be a more vibrant, attractive area enlivened by additional housing, a more pedestrian-friendly streetscape, and more cultural and entertainment options. At the same time, strengthening of downtown businesses -- whether retail, entertainment/cultural, or office -- will create economic opportunities for town residents of low-moderate income, who are concentrated in the adjacent residential neighborhoods.

While residents envisioned additional mixed use and transit-oriented developments adding both businesses and housing downtown, they recognized that existing traffic congestion must be addressed before adding more people and activity. Key to the vision is relieving the congestion where Routes 126/135 cross the rail line in the center of downtown, whether through continued traffic management measures, changes in train schedules and station configuration, or the long-discussed construction of an underpass.

Recommendations:

- Further define the vision for downtown and develop a marketing plan to execute it.
 - Refine the vision for the downtown area in terms of the mix of uses (e.g. neighborhood services, specialty retail, arts/culture focus/entertainment, housing) as well as the relative importance of different segments of the target market (e.g. adjacent residents, commuters, neighboring communities); e.g. how important are retail services such as groceries that serve the local area relative to specialty retail stores to attract residents from other communities
 - Engage a marketing manager / consultant to work with downtown merchants to develop and execute a downtown marketing plan, including a unified image, advertising, and promotions and event programming.
 - Identify retail and entertainment businesses needed to complete the vision (e.g. cafes, restaurants, clothing stores, movie theater, grocery store)
 - Identify appropriate sites and recruit businesses necessary to implement the downtown vision. Explore opportunities to recruit more neighborhood services (e.g. grocery) south of the rail line to reduce traffic congestion and better serve residents
- Integrate the town's plan for cultural resources with downtown revitalization
 - Complete the inventory of cultural organizations, venues, resources, and individuals (e.g. working artists, artisans, performers)

- Examine the market feasibility and cost of using town-owned Nevins Hall as a site for performances and cultural activities.
- Facilitate coordination of events across groups and communities
- Implement physical improvements
 - Continue to pursue state/federal funding to relieve the traffic bottleneck at the Route 126/135 grade crossing
 - Continue to extend streetscape improvements to enhance pedestrian corridors through improvement to sidewalks, cross walks, lighting, plantings, seating, etc.
 - Examine the need for additional parking
 - Establish efficacy of improved parking management (enforcement, metering, remote employee parking) in the near term
 - Analyze need and financial feasibility for additional municipal structured parking in light of recent mixed use projects
- Encourage residential development to increase purchasing power of the downtown market
 - Explore opportunities for “friendly” low-moderate income housing developments
 - Explore extending the mixed use development bylaw to areas adjacent to the CB district

Areas Appropriate for Mixed Use Development

Residents expressed interest in encouraging mixed use developments combining housing with office or retail uses at locations outside the downtown where it is presently allowed. Suggestions of possible locations for mixed use projects included:

- State Lumber site in Saxonville*
- Areas near downtown
 - Air rights over the rail yards between downtown and Farm Pond
 - Area south of downtown near the intersection of Waverly and Hollis Streets*
 - Waverly and Fountain Streets intersection
 - Waverly Street around the former Grossman’s site at Blandin Avenue*
 -
- Mt. Wayte and Franklin Streets intersection*
- Route 9 from east of Rte. 126 to Rte. 30

Sites denoted by * relate to sites designated as priorities by the EDIC.

Recommendations:

- Examine the feasibility of extending the town's mixed-use regulations to the recommended areas, giving highest priority to those appearing in both the EDIC and public forum lists. Considerations should include:
 - availability of sites or structures for adaptive reuse
 - viability for mitigating increased traffic from higher intensity use (e.g. proximity to transit service)
 - appropriateness of the location for residential development (e.g., access to open space, cultural facilities, retail services)
- Explore with property owners the potential for and level of interest in redeveloping existing commercial sites in the “golden triangle” area to incorporate housing, particularly housing affordable to workers.

Encouraging Higher Quality Design

Residents expressed dissatisfaction with the appearance of commercial development in Framingham. While the comments were not sufficiently detailed as to the location and nature of offending properties, the sentiment was shared widely enough to be one of the top priorities in the economic development forum. It is recommended that the town further investigate the nature of these complaints to determine the real nature and extent of the problem before attempting to devise a solution.

Recommendations:

- **Better define the problem.** Survey/interview residents to identify which types of commercial development are aesthetically undesirable to ascertain whether the problem relates to types/densities of development (e.g. auto-oriented shopping plaza vs. traditional downtown), the specifics of setbacks/parking layouts/landscaping/signage requirements in specific districts, unattractive design of individual buildings, poor maintenance of private and public properties, or problems with “grandfathered”.
- **Identify long term solutions.** Refine zoning bylaw to address design problems as properties are redeveloped.
 - Identify communities that embody the desired aesthetic for the types of development identified as problematic, and assess their bylaws for applicability to Framingham. For example, Canton's design guidelines for moderate density mixed use development might be useful for the areas identified for future mixed use.
 - Consider establishing design standards/reviews for targeted districts or types of commercial development/redevelopment.

- **Address short term issues.** Consider extending the concept of façade/sign improvement loan programs to other aspects of appearance such as landscaping, maintenance, screening of parking, etc. to encourage property owners to address existing problem sites now rather than waiting for redevelopment.

Framingham's Image

A number of residents at the public forums expressed concern about Framingham's poor image, both within the town and among neighboring communities. While these comments were rather unspecific, some perceive that the town is in need of an image upgrade.

Recommendations:

- Convene a "brainstorming" session to identify a signature event or series of events to bring together members of the community. A broad range of representatives should be involved including, for example, the creative community, downtown businesses, Route 9 retailers, local colleges, churches, and civic/fraternal/ethnic/neighborhood clubs from throughout the town. The focus should be on identifying a unifying event or theme for the town in which various communities could play a role, rather than for individuals to push existing activities that serve narrower interests. The focus might be a specific ethnic festival, a local historical event or attraction, or something more general such as a youth sports festival. An initial meeting might focus on 10-20 individuals of demonstrated creativity and leadership skills who could recruit individuals and organizations to widen the circle of involvement once a project is identified. Members of the town's arts community might be particularly inventive in stimulating new ideas.
- Identify and clean up a few prominent "eyesores" in locations highly visible to residents or in gateway areas with high visitor traffic. Clean up public spaces, install attractive "welcoming" signs, and organize abutting property owners, companies, and community groups to "adopt" maintenance and landscaping of high traffic sites.

Matching Jobs and Workforce

While the real wages of jobs located in Framingham grew rapidly in the last decade, two thirds of the town's working residents commute elsewhere and median household income actually declined in the 1990s. Framingham has a large and growing population of immigrants, many of whom lack language and job skills to successfully compete for good jobs. In addition, the town's substantial manufacturing sector will face continuing competitive pressure in the future, which may require more active support and recruitment of manufacturers as well as increased re-training of displaced workers.

Recommendations:

- Foster ongoing organizational links between employers and local organizations currently or potentially providing workforce development services (e.g., public schools, Mass Bay Community College, Framingham State, Metro Southwest Regional Employment Board, community groups). Focus participants on more directly connecting employer needs for skills with workforce development efforts.
- Explore alternatives for transportation service between low income communities near downtown and nearby employment centers (e.g., expanded LIFT service to offices along I-90, easier/cheaper connections to nearby town centers via commuter rail).
- In recruiting downtown retail and cultural businesses, seek organizations that will commit to hiring low-moderate income residents. Coordinate recruitment with training programs to ensure a quality workforce for target companies.
- Explore options for stimulating entrepreneurial activity, such as micro loans and technical assistance for startup businesses serving local residents and businesses.
- Analyze the local manufacturing sector to inventory the local skill base, identify industries and companies with complementary needs for skills, and inventory and publicize local sites with appropriate infrastructure (utilities, rail access, etc.)

Recommendations for Housing

We recommend that the town consider the locations and strategies outlined below. We are also including in the Appendix a Comprehensive Matrix of Housing Strategies that presents a broad range of potential strategies the town may wish to consider in the future. Following the Matrix is a more detailed compendium, *Housing Strategies: Getting Started*, which presents useful information to begin to pursue the various strategies. This is followed by a brief list of sources and resources the town may wish to consult for more information, technical assistance, or funding.

Location-Specific Recommendations

The town identified potential locations for housing. In general, these locations present opportunities to better utilize existing property, promote a “village” concept with a mix of uses near transit and services, or use infill and small increases in density to produce housing. They are generally consistent with the themes and locations identified for economic development. Map #6 shows the relationship between proposed locations for housing and those for economic development, natural resource protection, and transportation improvements. Potential housing locations are as follows:

- Dennison & Central Business District
- Saxonville, Nobscott, & Framingham Center
- Mt. Wayte
- Farm Pond
- Bethany (preservation and some housing)
- Roxbury Carpet
- Union Ave./Clay Chevrolet
- Weeds at T-station
- Town Incinerator
- Waverly St./Hollis Ct.
- Golden Triangle
- State Lumber

General Strategies

Reinforce and Enhance Housing Leadership and Organizational Capacity

Fundamental to successful pursuit of housing goals is a strong and visible commitment from local elected leaders, broad support from citizens, and solid organizational capacity in housing planning and development. Framingham is ahead of many communities on all these dimensions.

Nonetheless, there may be steps the town can take to “grow” the constituency for housing and the ability to take action. The Housing Partnership, for example, might review its role and procedures to identify ways it might be more effective. Questions to ask include:

Does it report regularly to the selectmen? Does it have an action plan with a timetable and milestones? Does it get adequate publicity for its successes?

Similarly, the Selectmen could look for opportunities to promote housing through public events, contacts with the print media and cable television, or displays in public places. They might also review town procedures to ensure that relevant town departments interact with each other regularly on housing issues, coordinate and cooperate, and give a consistent message.

The town could also consider whether a local non-profit and/or a Community Land Trust might provide additional expertise and access to funding.

Undertake a Public Education Campaign

Again, Framingham is ahead of many in local awareness of housing issues. However, most communities find that there continues to be confusion about what “affordable” housing is and who needs it; how much of a struggle it is for municipal workers, adult children of long-time residents, or young families to afford current prices; and how inadequate housing opportunities affect the economy and employers’ ability to attract and retain the workforce they need.

There may also be a need for more information about existing programs so residents know what resources exist and how to gain access to them.

If the town wishes to pursue a public information initiative, it should contact other potential partners with outreach capacity and networks. The MetroWest Affordable Housing Coalition, the MetroWest Chamber of Commerce, local real estate professionals and lenders, and Framingham State College might be good starting points.

Pursue Additional Financial Resources

Plan for the use of federal HOME funds

As this plan is being written, Framingham has just been voted into the West Metro HOME Consortium based in Newton. Thus, as of July 2005, Framingham will have access to about \$550,000 annually for housing programs. This will allow the town to have greater control over housing development and more resources to create and maintain affordable housing. HOME funds can be used for rental housing production or rehabilitation, first-time homebuyer assistance, tenant-based rental assistance, and rehabilitation assistance for homeowners. Funds are relatively flexible and can be accessed relatively quickly, allowing communities to act quickly as property becomes available. Predictability of funding allows communities to plan ahead.

Seek other funding sources

The town may wish to consider adopting the Community Preservation Act or forming a Housing Trust Fund. See *Housing Strategies: Getting Started* in the Appendix for more information on these strategies.

Use the Leverage of 40B Status to Solicit Desirable Affordable Housing

As we have seen, Framingham has achieved the 10% goal, although just barely, but many of its residents continue to need additional affordable housing. Communities that have reached the goal can take advantage of the positive aspects of 40B but are not subject to the negative aspects. Thus a community may offer the more streamlined comprehensive permit process to developers with projects it considers appropriate and need not fear being forced to accept projects it does not consider appropriate.

Thus the town could offer a “friendly” comprehensive permit as an inducement to develop sites identified in this report or elsewhere in conformity with whatever standards the town wishes to establish. The terms and standards could include “smart growth” principles, levels of affordability, types of housing, target client groups to be served, or other variables.

Consider Zoning Changes

Zoning affects how and where housing is built and what type and how affordable it is. Framingham has made a number of changes to its zoning in recent years to preserve a mix of housing and encourage mixed-use, transit-friendly housing opportunities. Proposed and/or approved changes have included downtown mixed use, accessory apartment provisions, affordable (“inclusionary”) zoning, and age-restricted community zoning. The town should continue this course of action, reviewing opportunities for greater flexibility.

In doing so, it may wish to broaden options for mixed use and additional density in certain appropriate areas; encourage adaptive reuse, smaller units within larger residential structures, conversion of non-residential structures to residential uses, and conversion of accessory structures such as carriage houses, barns, garages; allow residential uses in underutilized industrial or commercial areas; enhance cluster zoning and overlay district provisions; reduce parking requirements, especially for senior housing, near transit, and in mixed-use situations; encourage more accessory apartments and infill development; simplify regulations and procedures; offer concessionary fees for preferred development; and revise subdivision laws to make housing less expensive.

Preserve Existing Affordable Housing / Protect Existing Residents

Preserve “expiring use” properties

Affordability in some privately owned, mixed-income developments is governed by use restrictions that allow owners to sell or rent at market rates after a given number of years. There are steps communities can take to extend affordability, beginning by investigating the status of the property and its restrictions, getting technical advice and assistance, and negotiating with relevant parties. Framingham has about 214 potentially at-risk units that bear careful monitoring.

Communities with expiring use properties should consider this issue a priority; it is almost always preferable and more cost-effective to preserve existing affordable housing than to build new affordable housing. It is especially important for these developments, which are often well-maintained properties housing long-time community residents.

The list of expiring use properties and information about maintaining affordability is available at www.chapa.org. Expert guidance is available at CEDAC at (617) 727-5944 or www.cedac.org.

Pursue programs that help seniors remain at home and independent

In certain sections of town and in certain housing developments, elders may be clustered in sufficient numbers to make it cost-effective and efficient to deliver support services on a group basis rather than on an individual basis. This would enable seniors to “age in place” rather than face the prospect of moving to assisted living facilities or nursing homes. Other types of housing and program options to help seniors include accessory apartments, home-sharing programs, and reverse mortgages.

Continue existing rehab, renovation, and lead abatement programs

Consider a housing buydown or acquisition program

Many of Framingham’s condos are still relatively affordable. A number of communities have established programs to buy affordable condos and rent or sell them as permanently affordable housing. Boxborough and Bedford have such programs; Boxborough is using a town appropriation and Bedford is using CPA and HOME funds. Arlington’s non-profit has a similar program for the purchase of two-family homes; it has purchased several, using HOME and other funds plus bank financing and is renting them to income-eligible households at affordable rents. The availability of HOME money should enable the town to consider programs like this.

Enact the “residential exemption” to offer tax incentives for owner-occupancy (see Appendix for strategy description)

Produce New Housing, Especially Using Existing Property Opportunities

Identify vacant and underutilized properties, surplus municipal property, and other potentially available public or institutional property; develop a reuse plan

Use of public property for housing dramatically lowers acquisition and land costs, thus lowering the cost of housing built there. It also gives the community greater control and an opportunity to address a range of local needs. Again, availability of HOME money should increase the town's ability to leverage public property as affordable or mixed-income housing.

Monitor and plan for potential church closings

The Archdiocese of Boston is planning to close a number of parishes and sell the properties to raise funds. Communities with such parishes should be aware of their status, set up a committee to work on the issue, consider the most desirable reuse options, and negotiate with the Archdiocese in hopes of formulating a reuse plan that meets the town's objectives as well as the goals of the Archdiocese. Saint Jeremiah's in Framingham is on this list.

Develop a system to track & pursue tax title property

Tax title property may offer affordable housing opportunities. The town has used this opportunity in the past and may wish to systematize the process so it is alert to potential properties and ready to act quickly.

Explore Regional Opportunities

The town already participates in the MetroWest Affordable Housing Coalition and some other regional arrangements and has just joined the West Metro HOME Consortium. It should continue such regional participation, using these groups as a resource. Participation in the Consortium should also help the town learn from the experiences of others. Other regional opportunities may include sharing staff or expertise, cross-border site planning, regional cooperation among housing authorities, regional land trusts and housing trust funds, and a regional funding campaign. Reform 40B legislation currently before the Legislature would also offer some regional approaches (see Appendix).

Recommendations for Transportation – Environmental Justice

Based upon the MAPC analysis of environmental justice and transportation data and the input received at the public forums, MAPC makes the following recommendations to the Town of Framingham regarding transportation actions:

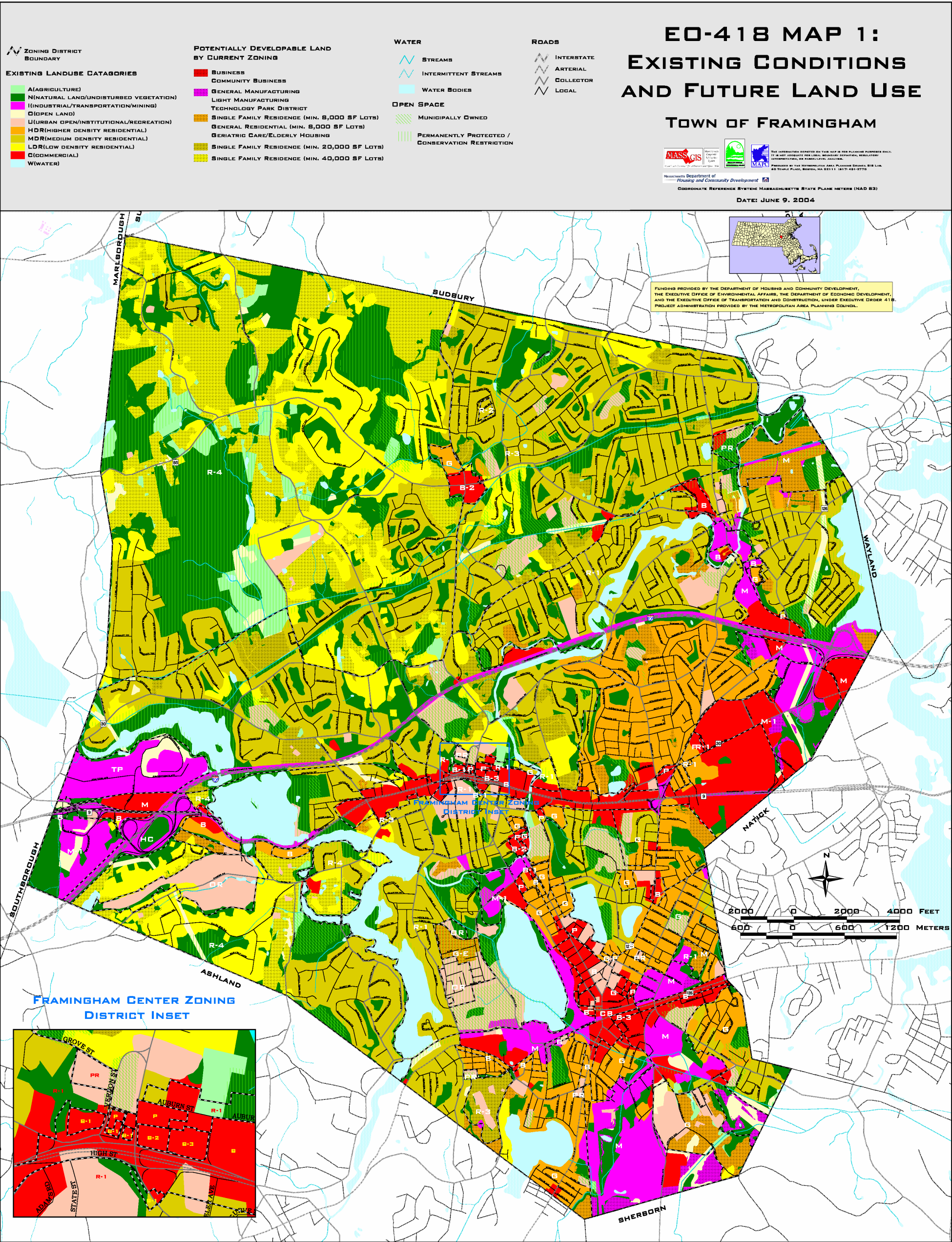
- Further explore options to re-route LIFT service to provide better access to additional job sites on Route 9, and increase service hours to provide better access to jobs on existing route.
- Work with the MBTA to lower 1-stop fares to improve access to jobs in Ashland and Natick, and support reverse commute efforts in order to provide better access to jobs in downtown Ashland.
- Continue efforts to develop rail trails and other non-SOV modes and also improvements to LIFT amenities such as bus shelters.
- Continue planning efforts on Route 126 train crossing to alleviate downtown bottleneck, supporting downtown development and access to transit and alleviating congestion.

Putting It All Together

The Community Development Plan Map (Map #6) shows how the various location-specific recommendations relate to each other. Many locations were identified in different workshops for different but generally complementary and compatible purposes. Several sites in the downtown area and in Saxonville, for example, were identified in both the economic development and the housing discussions as opportunities for mixed-use redevelopment. These related uses appear together on the map. The map also shows the relationship between resource protection areas and potential development locations and between development locations and proposed transportation improvements.

Map 1. Existing Conditions and Future Land Use

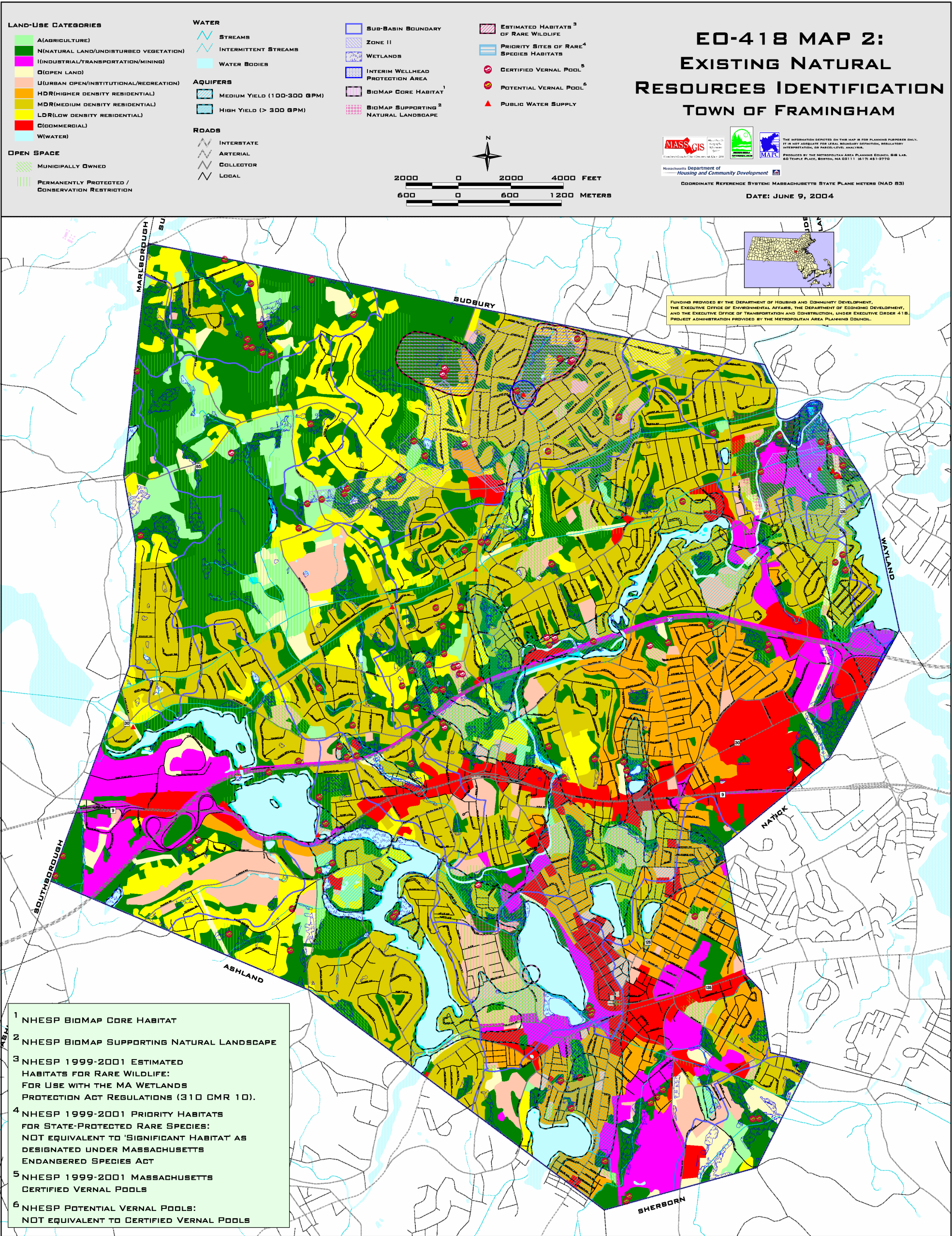
Note: 36" by 44" copies of this map have been provided to the Town and are available for viewing at Town Hall.



FRAMINGHAM CENTER ZONING DISTRICT INSET

Map 2. Existing Natural Resources Identification

Note: 36" by 44" copies of this map have been provided to the Town and are available for viewing at Town Hall.

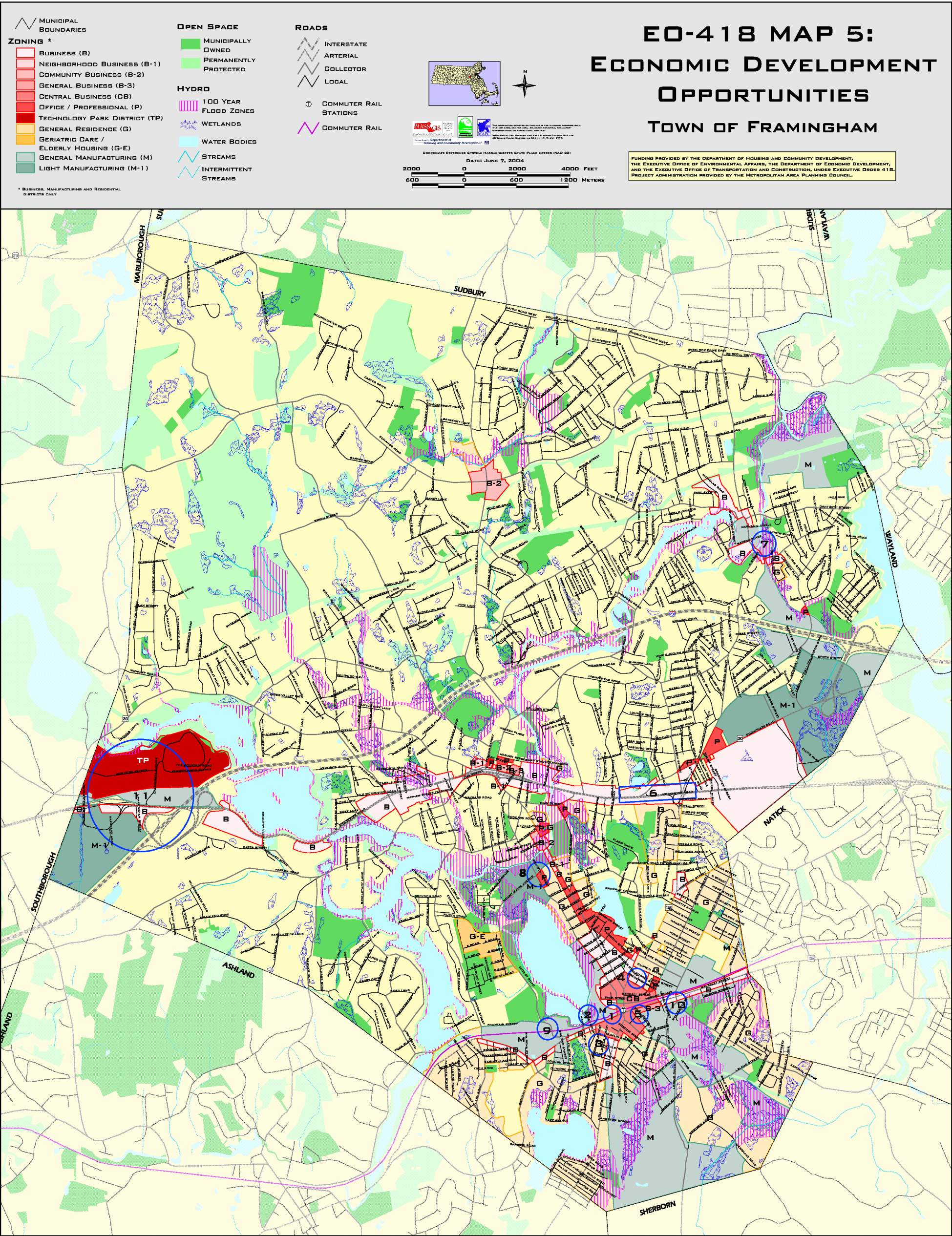


Note: 36" by 44" copies of this map have been provided to the Town and are available for viewing at Town Hall.



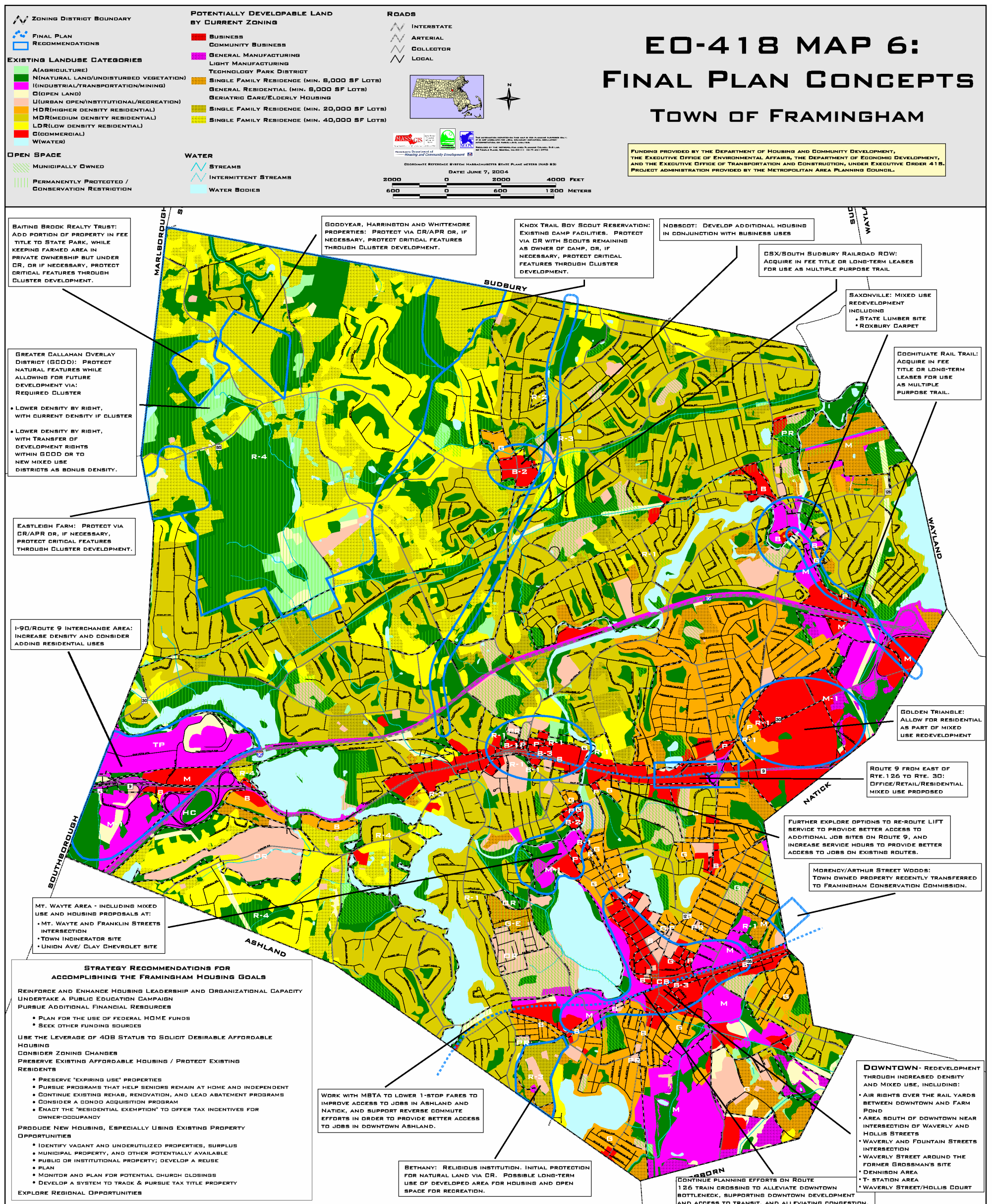
Map 5. Economic Development Opportunities

Note: 36” by 44” copies of this map have been provided to the Town and are available for viewing at Town Hall.



Map 6. Community Development Plan Map

Note: 36" by 44" copies of this map have been provided to the Town and are available for viewing at Town Hall.



APPENDIX I – RESULTS OF PUBLIC FORUMS

Notes from 6/5/02 Framingham Tomorrow Workshop – Visioning

Economic Development Group

TOWNWIDE ASSETS

2-Historic	Trade School
0-Library	0-Blue Collar
0-Highway	2-College
5-Growing Downtown	4-Housing –Mixed
6-Location	0-Historic
3-Shop	0-Seeds of Cultural Diversity
2-Train	5-Recreation
2-Restaurants	1-Land
3-Jobs	1 Civic Participation
1-Magnet-Reg'l	4-Lakes
4-Business Dev	2-Commuter location
8-Open Space	5-MetroWest Med
8 Diversity - Cultural	2 State Parks

TOWNWIDE LIABILITIES

0-Diversity	0-Open Space
7-Congestion/Traffic	4-Poverty
2-Lack of school prog.	1-Physical Access
0-Active Parking	1-Large population in transition
0-Neglected	0-Reputation
6-Traffic	5-Rigid thinking
4-Non-taxable land	1-Ignorance of assets
0-Urban?/Suburban?	3-High% of Rentals
1-Ignorance of assets	1-Zoning enforcement poor
2-Access	9-Lack of state aid
1-Police	2-Insufficient roadways
5-lack of traffic enforcement	1- 126/135/train crossing
6-Absentee land lord	3-North/South split
4-Lack of Aff. Housing	4-Student pop (#)

TOWNWIDE OPPORTUNITIES

2-Mgmt. of Resources	3-Bldg. height increase
5-Brownfield	3-Trails to rails

6-Better use of Trains
 1-Rails to trolley lines
 4-Master. Plan - (use it)
 2-Higher Rise Buildings
 6-Beautification downtown
 3-Transit Oriented Dev.
 4-Divert Traffic
 1-Diverse Cultural Opportunities
 5-Conserve Open Space
 0-Bring New People in
 0-Car/Van Pool
 1-Community ctr in Downtown
 0-Garden in woods
 2-Recreational Offerings
 2-Use town hall more for theater
 4-Tax Credits

3-Mixed used zoning
 7-Downtown Development
 Special Business Development
 1-Linkage
 2-Tercentennial Park
 0-College
 2-More bus routes
 5-Expand CBD
 6-Sidewalks- maintenance
 2-Involve youth in culture
 2-Coice and Improve Schools
 3-Danforth Museum
 1-Tourism
 1-Ticket for restoration
 1-Revitalization
 5-Relative Affordability

Economic Development Group Overall Summary

ASSETS	LIABILITIES	OPPORTUNITIES
Diverse Culture 8 Votes	135/126 Train 11 votes	Beautify DTN 13 Votes
Open Space/Recreation 13 Votes	Lack of State Aid 9 Votes	Better Use of Trains 6 Votes
Growing DTN 5 Votes	Congested Traffic 13 Votes	Sidewalk Maintenance 6 Votes
Hospital 5 Votes	Absentee Landlords 6 Votes	Conserve Open Space 5 Votes

Housing Subgroup

TOWNWIDE ASSETS

9-Diversity (pop/income/culture)
4-Location
2-Residential/rural commercial diversity
2-Public transportation-rail to Boston
3-Public Safety (police/fire)
4-Schools: public & private/vocational schools
4-Municipal services/gvt.
2-State College/community college
1-Cultural (Danforth)
5-OPEN SPACE, including
 Garden in the woods
 Callahan St. Park
 Sudbury River
 Parks/Lakes

1-Shopping
Commercial Leasing
5-Citizen commitment/volunteerism
Commercial tax base
Hospital
Churches/synagogues
Employment opportunities
restaurants
Hotels
Proximity to Boston
Logan Express
Lou!
1-Senior Center
Beaches
3-Corporate HQ's
Recreational athletic fields programs
YMCA
7-Strong Social Services
4-Mixed Use Zoning
 Downtown
 Multiple (neighborhood) business districts
 Regional shopping centers

TOWNWIDE LIABILITIES

9-Traffic
6-Train tracks
4-High cost housing

- 2-Not getting fair share from state
- 3-Poor public transit
- Diversity
- Prison
- 2-Win/lose approach to problem solving
- 1-Town Meeting - no elected chief exec.
- 1-Lack of communication
- 1-Difficult to understand gov't structure
- 2-"1-size fits all" zoning structure
- 1-Public works infrastructure aging
- 5-Insufficient low-income housing
- 1-No apartment zoning
- 3- 9-5 downtown
- 2-Loss of open space
- 10-Insufficient affordable housing
- 4-Over 55 housing (lack of) too much social services

TOWNWIDE OPPORTUNITIES

- 12-Downtown Development
- 2-Train track changes
- 4-Multi-cultural marketplace
- 4-Open Space
- 4-Collaboration with arts orgs.
- Conversion of brownfields sites
- Use of downtown venues for perf. arts
- 5-Smart growth techniques
- 2-Public transportation
- 2-Economic Development
- 1-Expanding Lift
- 4-Citizen Impact on Local Gov't
- 3-Partnerships with Corporations
- Employment Opps.
- 1-Attracting more economic. dev.
- 5-Regional Collaboration
- 11-More affordable housing

Transportation Group

TOWNWIDE ASSETS

4-Ethic Store/CBD
2-Restaurants
2-Specialty Stores
0-Gover't Svcs
5-Trains
4-Lake/Rivers Etc.
5-Hosp.
0-Office Parks
2-Retailing
2-Garden in the woods
2-Transport
3-Historic Sites
2-Golf Courses
5-Fram. Green (Centre)
7-Concerts on Green
0-Houses
3-Rec. Facil.
3-Mall
0-Warren/Oaks
4-Saxsonville
1-DaNforth
2-Callahan
1-Tercentennial Park
1-State College

TOWNWIDE LIABILITIES

6-Downtown
15-Traffic Congestion
3-Sidewalk Accessibility
0-Commuter thru-way
3-No Parking
1-Hazardous waste
3-Balance of Social Services
1-Inadequate Tax Base
6-Lack Affordable Housing
1-Bike Access
2-Lack of Access to Boston
1-Traffic Light Sequencing
2-Too Dense
7-Lack of Open Spaces
12-RR Crossing & Tracks

TOWNWIDE OPPORTUNITIES

9-Additional Transit
5-Ethnic Diversity
11-Train Station for Econ. Dev.
14-Improving Downtown
6-Mixed use zoning in Downtown
2-Mixed use & Golden Triangle
5-Transit Oriented Development
0-Dev. Incentives
5-6 Regional Bike Path
4-Visual Quality of Town
1-Visual Diversity of Building
4-Better Utilization of Farm Pond
0-Better Access to East Shore of Farm Pond

Open Space Group

TOWNWIDE ASSETS

4-Sudbury River
8-Callahan
1-Diversity of Land
3-Farm/Learned/Gleason Ponds
2-Historic Commons
2-Rail Trail
2-Lake Cochituate
1-387 acres of Town Owned Cons. Land
0-Reservoirs MWRA
7-Garden-In-woods
0-Transportation Hub
1-SVT Land
5-Historic Street Scope-Downtown Villages
3-Access To Neighborhood Parks
2-Diversified Schools
4-Convenience to Boston/Worc.
2-Great Shopping
5-Access to Major Highway
1-MBTA
5-Diversity of population
5-Presence of major corps.
1-Affordable Housing
2-Arts/Culture,Museum, Hist Soc.,Center for History
4-Playing Fields

2-Lakes
2-Good town services
6-Multi-cultural comm.
2-Hosp./Med. Ctr.

TOWNWIDE LIABILITIES

7-126/135
8-Traffic
10-Downtown RR crossing
8-Pedestrian & Bicycle Hostile
0-Potholes
2-Sudbury River (not deep enough)
5-Lack of parking-Downtown
7-Polluted Reservoirs
13-Aesthetics of Comm. Devpt.-Mediocrity
1-Lack of high speed internet-localized
2-Diversity

TOWNWIDE OPPORTUNITIES

3-Reservoirs-Recreation Access
6-Sudbury River as feature
3-Lake Access
6-Fram. Bike Trail
9-Increase Open Space
2-Creation of Central Park
9-Depression of 126 Downtown
7-Historic Restoration Downtown
11-Modernize senior Center
8-Renovation/Reuse of Downtown & Villages
8-Improve zoning
2-New Muni. Hub-Downtown
7-Exploit Diversity as asset
4-Consolidation & Examination of use of town land

PHOTOS AND THEMES FROM SUBGROUPS RELATING TO THEIR AREA OF DISCUSSION

ECONOMIC DEVELOPMENT SUBGROUP PHOTOS

The following is a listing of the numbers of the photographs that participants thought illustrated the Assets, Liabilities and Opportunities specific to Economic Development in Framingham:

<u>Yes-Assets</u>	<u>No-Liabilities</u>	<u>Maybe-Opportunities</u>
15	45,22,47	29,44,34,2
41,17,4	66,51,57	24,43,30
46,23,8,5	11	
64,42,1,12		

Economic Development Subgroup Themes for inclusion in Goals statements

Focus development at transportation hubs (TOD)

Parking

Politically advocate for pilot (financial incentives)

Vocational Ed/English-workforce (Continuing Ed.)

Foster tourism

Amend/update master plan

Recruit hist. sensitive developers for mixed use throughout town

RTA

Rezone key intersections [Mt. Wayte/Franklin???

TOD-trans shuttles van/carpool, park, ride, Logan ex.

EDIC-more tasks, more clout

Incubator businesses

Build more afford housing

More health specialties

Cultural initiatives

TRANSPORTATION SUBGROUP

Transportation Photos:

The following is a listing of the numbers of the photographs that participants thought illustrated the Assets, Liabilities and Opportunities specific to Transportation in Framingham:

<u>Opportunities</u>	<u>Assets</u>	<u>Liabilities</u>
50	19	24
17	35	21
66	16	53
1	15	18
44	20	4
33	8	65
64	26	12
67	23	52
46	30	3
	57	38
	41	10
	40	6
	47	43
	45	42
	39	51
	2	22
		48
		34
		37
		5
		29
		11 Themes

Transportation Subgroup themes for goals statements

- Expansion & Better utilization of local bus transit to improve mobility within town
- Redesign traffic patterns downtown
- Mixed use Development @ transportation and Economic Hubs
- Improve parking @ transportation Hubs

HOUSING SUBGROUP

Housing Subgroup Strategies for Addressing Housing Issues

- change zoning from Industrial toward residential
- facilitate Denison prop toward housing possibilities
- promote mixed use zoning to potential developers
- develop adequate parking for downtown housing opps.
- flexibility in zoning (parking & setbacks)
- inclusionary zoning
- accessory apt. opps.
- raise density to reduce parking/traffic
& increase public transit & pedestrian movement
- rent review (volunteer)
- encourage "friendly" 40B development
- incremental tax breaks for rehab property
- apply for State & Fed grants
- housing trust fund

OPEN SPACE SUBGROUP

The following is a listing of the Assets/Liabilities/Opportunities specifically relating to Open Space Resources, and the numbers of the photographs that participants thought illustrated these Assets, Liabilities and Opportunities.

Open Space Assets

Sudbury River

Callahan

Historic Commons

Need photo-Garden In. the woods

Historic streetscapes-Downtown/villages

Access to Neighborhood parks

Playing fields

Lakes

Photos of Assets

(note – X -Means 2 Open Space discussion groups agreed on photo)

	Photo Number
Multifam.	48
w/openspace	
Private Land	58 X
Golf course	
Sudbury Riv.	56X
Nbald Park	31X
	16X

54X
27X
28X
59X
9X
36
26X
43
1
5
4
15

OS SubgroupLiabilities

Polluted Reservoirs

Pedestrian/Bicycle Hostile

Participants stated that photos of liabilities included signage and ugly blgs., but did not provide specific photo numbers

Open Space Subgroup Opportunities

Fram. Bike Trail

Sudbury River as Feature

Increase open space

Examine use of town land

Lake Access

Reservoir Access

Renovation of Downtown/Villages

Photo Numbers (Open Space Opportunities)

46

63

43

1

2

39

67

52

51

33

Open Space Subgroup Themes for inclusion in Goals statements

- Streetscapes as open space & History
- Connecting Trails
- Retain Villages-Enhance streetscape & Open Space to maintain.
- Protection of Open Land
- Protection of Parks
- More access to water resources
River, Lakes, etc.
- Require more greenspace with development
- Bulk/Density as impact on open space

Additional Discussion of overall topics:

King for Day -Queen for Day “If you were King or Queen, what would you do?”

- Review master plan to preserve Open Space as much as possible
- Make work week to 4 days
- Increase. Housing density to improve Affordability & Econ. Dev.
- Grade separation 135 &126
- Banish CSX
- Tap state funds
- Rebuild downtown

Headlines for Tomorrow’s Newspapers

- EDIC gets more clout
- Why do we have to be more dense
- Open Space Preserved
- CBD expanded
- Presentation pays off
- Cultural Activities Economic Engine
- High rise for downtown
- Reduce Traffic - More carpools
- CSX gives Trainyard To Town
- Did we plan for the traffic
- Increase affor. housing increas
- Open space
- Comprehensive traffic plan set pace for econ dev
- Preservation pays off
- Citizens will be kept involv. & infrmd
- Trans. Div. incl. Bikes on Roads
- Bike parking around town

Other Issues or Opportunities.

- Promote Business Friendly Govt. rules & regs.

- Promote Framingham radio
- Bury cables & phone wires
- Community center -not age segregated by age- for all to come together
- Create some thing besides train that draws people to town
- Create positive attraction for HUB-Downtown
- Improving Infrastructure & Info & ability to work at Home
- Communication system for town (Newspaper - Radio Station)
- Better sense of what went well with past plans & what did not
- Build Basilica Downtown to attract tourists
- Downtown Natick

Notes from the Framingham Staff Development Summit (held prior to the Framingham Tomorrow Sessions)

- Owner occupied conversion of multi- units to condos
- Upgrade existing housing
- Impact on water and sewer infrastructure
- In law(accessory) APMTS
- Continued economic growth
- Encouraging Growth Desirable development rather than by exception (Dover amendment)
- No cut and fill in by law (movement of earth)
- Economically good to increase housing stock?
- Expanding open space
- Growing population needs housing
- Number of affordable units must increase as housing base expands or 40B
- Brownfields industrial. Development -Tax Revenue Generating
- Continue mixed use
- Parking garage re-use of existing property
- Scarcity of large parcels. Industrially or commercially zoned
- Re-zone to higher and better use, more tax revenue
- Infrastructure, needs water & sewer improvement, investment management (drawback)
- Developer born improvements- a turnoff?
- Create attractive environment downtown
- Commercial use can drain more infrastructure. (Residential more sustaining?)
- Need to articulate develop. Communicate
- Infrastructure investment/improvement

GOAL: Bring in Business

- Public Ed as to need cost of development
- Streamline process
- Tools: transfer development Rights, Rezone, incentives, marketing
- What parcels present opportunities?
- Factors: Traffic, work force, transportation infrastructure (Rail)
- 9/90, Tech Park, Exist 12 Golden triangle downtown
- Regional view of traffic impacts state structural economic policy review (current policy compels develop as only option to municipal economic survival)
- Near term strategy (can't wait for state)

Permitting Processes

Problems/Changes Planning BD

Objectivity. Flexibility
predictability

- Communication
- Traffic Light Standards: who issues? permit?
- Where do mitigation Ideas com from?
Town staff input
State up front w/in 35 Days
Mitigation process Needs to be expanded, Tied to impact
- Explore prospect of hiring expert. thru planning BD(PB)
Review to assist other Dept's in assisting PB review

Conservation Comm

- Developers may try out of sequence, informal negotiation with cc staff. complicates Pl. Bd.. review. Set policy.
Communication needed.

Building Dept

- Grand fathering conditions vis-à-vis current code
- Building ownership vs. tenant issues. Responsibilities.
- Communication. Language complete Info

Case Studies

Process Improvements

- Memorial Square
scope up front
ADA/AAB up front
Standard RFP
ID Appropriate town agent design/implement
Full review input
[Circulate planning. BD Decision (Draft) For comment prior to final]
[Permit to work in public way. who? when?]
- Doeskin
Competency of consultant
Notice to abutters (1,000 ft along roadway)

IMPROVEMENTS

- Single PT of contact
(Big Projects)
- Model A LA Dennison proj.
- Create A PUD Committee
- Project list and timelines on T drive?

(Existing circulation)

- Uniform Review Form (Dept. Input in form Design)
- DPW as design and implementation agent for all projects in public way (phase to DPW goals and priorities thoughtful discussion)
- Planning BD Draft Decision circulated for final input or meeting or process before final draft decision
- Use div. & IDS & Infrastructure staff mtgs. more effectively

Framingham Natural Resources Forum Results

This memo summarizes the results of the ‘Framingham Tomorrow’ natural resources forum hosted by the Framingham Department of Planning and Economic Development in the Lower Nevins Hall of the Framingham Town Hall on September 8, 2003.

After a welcome from the Kathleen Bartolini of the Planning Department, the meeting continued with an overview of Executive Order 418 process. This was followed by an initial presentation of the EOEA buildout analysis for the Town, as well as the EO418 Land Use and Natural Resources mapping for the Town. Time was set aside for participants to examine the maps and ask questions about the details shown.

Bryan Taberner, Framingham Department of Planning and Economic Development made a presentation of the properties that were listed in the recently-adopted 2003 Framingham Open Space and Recreation Plan.

MAPC’s data-rich Framingham Community profile was distributed, as was an additional handout, which was briefly discussed, which explained alternative options for protecting lands that have conservation interest for the community.

Natural Resource Goals

The first task of those participating in the Natural Resources Forum was to determine a draft set of Natural Resource Goals to guide the remainder of the Community Development Plan process. The initial list of themes was developed from the Framingham Tomorrow Visioning session and the goals of the 2003 Open Space and recreation Plan, followed by brainstorming of additional concepts and clarification of initial concepts occurred at the Forum. After the brainstorming, the participants then prioritized (by each person having a maximum of 5 votes) the importance of the items on the total list of Natural Resource goals.

Themes for Goals Statements for Town of Framingham Natural Resources Community Development Plan Element which were discussed and voted on at the Natural Resources Forum are listed below. The number after each theme is the number of votes received by that theme when the participants prioritized the concepts at the forum. In decreasing order of priority:

- Adopt a proactive approach to environmental protection, and establish a process for the Town to respond efficiently to opportunities for open space acquisition. (12 Votes)
- Require more greenspace with development, and encourage analysis of Bulk/Density as impact on open space in new developments. (11 Votes)

- Preserve open space for habitat protection to preserve plant and wildlife species, and for air quality protection (11 votes)
- Preservation of natural topography, tree removal, earth removal, slope, fill, etc (11 votes)
- Ensure adequate Protection of Open Land and Parks throughout all areas of the town (10 votes)
- Work to protect Connecting Trails/ Provide natural linkages throughout Town, including walking and bicycle trails and wildlife corridors. (9 votes)
- Adequate protection of groundwater resources for future use by residents (6 votes)
- Provide more access to water resources such as River, Lakes, etc., and work to ensure protection of water quality. (5 Votes)
- Preserve open space for historic value, and to maintain the character of the community (5 votes)
- Address damaging drainage problems impacting quality of life issues such as septic, runoff, streams, wetlands (3 votes)
- Retain Villages and enhance streetscape as open space & historical resources to maintain local character. (2 Votes)
- Develop and provide incentives for developers to maximize preservation of open space in their projects. (2 Votes)
- Provide recreational opportunities for all ages and levels of ability represented in the population. Improve the overall quality and aesthetics of recreational facilities (2 Votes)
- Maximize active recreational opportunities by acquiring land/providing new facilities and maintain inventory of facilities that meet evolving community needs (1 vote)

Specific Locations to Protect

The next task of the participants at the forum was to develop a list of the areas within the town that should be protected by acquisition, zoning or other means, for their natural resource/recreational purposes. The list began with the properties suggested for protection in the 2003 Open Space and Recreation Plan, with additions and deletions based upon additional brainstorming at the forum. For each area suggested, data from the Natural Resources map was added to the list, as well as the proponent's goals. The "Map Number" of the parcels correspond to locations shown on the Map 3 Land Use Suitability Map. Priorities for parcels for protection were determined by voting, with each participant provided 5 "voting dots" to place by his/her priority parcel(s).

Town of Framingham					
Properties evaluated for Acquisition and/or Protection at 9/8/03 Natural Resources Forum (Initial list from 2003 Framingham Open Space Plan)					
Map Number	Name/ Description	Location	Approx. Size	Potential Use/ Environmental Features	Votes
#1	MDC-Owned Property/Bullard House	Salem End Road	6 acres	Public access to reservoirs/ scenic & historic	Not voted on - already preserved. Issue is future Access
#2	Commonwealth Gas Site	Leland Street	26 acres	Athletic fields/ Adjacent to aqueduct, wetlands. 21E Issues	0 votes
#3	Civic League property	Edmands Road	20 acres	Link to conservation areas/ woodlands. Gifted with requirement for public use	0 votes
#4	Millwood Golf Course	Millwood Street	55 acres	14-hole golf course, cross-country skiing	1 vote
#5	Eastleigh Farm	Edmands Road	125 acres	Conservation, hiking, agriculture/ scenic and historic resources, linkage to Callahan State Park, woodlands, vernal pools	12 votes
#6	Oxbow	Northeast Corner of Town/ Saxonville	30 acres	Conservation, canoe launch/ geologic features, Biomap supporting natural landscape	Preserved as part of Development proposal
#7	Brimstone Estates Open Space Parcel	Brimstone Lane	18 acres	Conservation, hiking, wildlife habitat/ Woodlands, wetlands, vernal pool	Preserved as part of development proposal
#8	Land in Nobscot	Off Edmands Road	24 acres	greenway linkage to Aqueduct/ Woodlands	0 votes

#9	Lockland Avenue Acreage	Between Lockland Avenue and Sucker Pond	12.5 acres	potential to be explored/ Open land adjacent to municipally-owned ponds, wetlands, vernal pool	Not voted on - 21E site, subject of development proposal for Dover Amendment use
#10	Bethany	Bethany Road	30 acres	Trails, buffer for adjacent residential area/ open land, wetlands, woodlands	7 votes
#11	Pilgrim Camp and Conference Center	Badger Road and Salem End Road	30 acres	Conservation, trail linkages, hiking/ agriculture, woodlands, wetlands, scenic and historic values	4 votes
#12	Morency/Arthur Street Woods	Arthur Street	14.5 acres	Conservation, walking/ woodlands	12 votes
#13	Knox Trail Council Boy Scout Reservation	Side of Nobscot Hill, Edgell Road	131 acres	Conservation, hiking/ woodlands, rare wildlife habitat, geologic and historic resources, linkage with conservation properties and Bay Circuit Trail, vernal pools	10 votes
#14	Guild Road parcel	Guild Road	11.5 acres	Conservation, trails/ woodlands adjacent to stream, substantial wetlands	1 vote
#15	Marist Brothers Property	Pleasant Street		Agriculture, scenic value	3 votes
#16	CXS/South Sudbury Railroad ROW			Rail Trail, linear park	7 votes
17	Cochituate Rail Trail	Saxonville to Natick		Rail Trail, linear park	7 votes
18	Davitt Center Property	Edgell Road			0 votes

19	Goodyear, Harrington & Whittemore	Near Callahan Park		Adjacent Bay Circuit Trail and Callahan Park	13 Votes
20	Prouty			approved subdivision, wetlands, P&S Agreement for 40B development	0 votes
21	Remainder of OSRP-Acquisition parcels in Greater Callahan Quadrant	Various Sites and Locations		Potential to be explored/ Agriculture, woodlands, wetlands, vernal pools, aquifer protection	5 votes
22	Baiting Brook Realy Trust			Connecting Trails, adjacent to Callahan Park	7 Votes
23	Town-owned Park-and-Recreation land in Nobscot			Adjacent to aqueduct. Retain as open space uses rather than other town uses	1 vote

Input for Housing and Economic Development Forums

Potential Areas for Housing or Economic Development

After identifying the priorities for natural resources/recreational lands for protection, the remaining task for the Natural Resources Forum participants was to develop a preliminary list of areas of the Town where future housing and economic development, including varying densities and types of development, might be appropriate. A few specific parcels/areas were noted, along with a series of concepts that the participants wanted to forward for consideration in the housing and economic development portions of the project. The following is a listing of the sites proposed, along with any specific discussion that occurred. No voting was done to prioritize these parcels/concepts, but there was general concurrence from the participants that these should all be forwarded for additional discussion during the Housing and Economic Development forums

- Mount Wayte and Franklin intersection – potential mixed use redevelopment of run-down strip mall
- Need for supermarkets in the downtown area
- Neighborhood businesses – to be encouraged
- Artist live/work lofts – in redevelopments
- Existing large tracts for commercial/industrial development could be redeveloped
- Saxonville – Roxbury Carpet and State Lumber sites for redevelopment
- South side of Farm Pond for redevelopment

Framingham Economic Development Forum Results

October 20, 2003

Purpose: The purpose of the meeting was to elicit input from Framingham's residents, landowners, developers, and business community as to the goals, themes, priorities, and locations that should inform the economic development element of the Community Development Plan. MAPC presented background data on the local economy, and guided the discussion with the assistance of Framingham Town staff.

Outcomes: Outcomes included a prioritized set of economic development themes and a draft map of locations for future economic development initiatives. With this input, MAPC, working with Town staff, will recommend strategies for achieving Framingham's goals. The results will be coordinated with the goals, themes, and strategies from the other elements in the Community Development Plan for review at a future public meeting on "Putting it all Together."

Introduction and Economic Profile

Framingham Planning Director Kathy Bartolini welcomed participants and stressed the importance of the evening's activities in planning the town's future. She then introduced Mark Hunsberger, MAPC's Economic Development Planner, to lead the evening's forum. He reviewed the evening's agenda, then presented slides outlining the scope of issues within the field of economic development, and summarizing historical and current data on trends in the Town's economic status in terms of land use, tax base, jobs, and workforce (see Attached Presentation).

Economic Development Themes and Priorities

The Economic Development themes identified in the town visioning session in April 2002 were presented and clarified through questions and discussion. Eight additional themes (in italics) were added to the list by attendees to address goals not previously identified. Each individual was given four stickers and asked to place them next to the items s/he identified as top priorities in economic development. The ranked themes appear below:

# Votes	Economic Development Goal / Theme
16	Redevelop downtown
9	<i>Redevelop / revitalize existing commercial areas</i>
8	<i>Traffic management</i>
8	<i>Improve aesthetics</i>
7	Encourage workforce development (language and labor skills)
7	Build more affordable workforce housing
4	<i>Stabilize tax structure (improve predictability of tax rates and classes)</i>
3	Promote mixed use at transit / economic hubs
3	<i>Pedestrian / alternative transportation</i>

3	Foster tourism / culture
3	<i>Public transportation</i>
1	Provide adequate parking in commercial areas
3	Rezone key intersections to take advantage of infrastructure
1	Recruit historically sensitive developers for mixed use throughout Town
1	<i>Open space as an economic development asset</i>
1	Assign more tasks to the EDIC
1	Advocate for Payment in Lieu of Taxes for State properties
1	Encourage incubator businesses and health specialties
0	Encourage higher quality commercial design
0	Support cultural initiatives and culturally-oriented businesses

Based on these results and further discussions summarized below, MAPC recommends the following draft goal statement to guide the Economic Development Element:

Framingham seeks to revitalize and redevelop its downtown and other commercial areas to create more vibrant, aesthetically pleasing focal points that combine business, housing, and cultural venues. Redevelopment will respect the traditional character of Framingham while selectively increasing density in locations where existing transportation and utility infrastructure is adequate. Workforce development programs will provide support to residents seeking to better their career prospects.

Applying Economic Development Themes to Locations

Based on the discussion of economic trends and themes, MAPC asked participants to identify locations on a map that should be improved through economic development initiatives. Individuals advanced suggestions for specific locations, which were discussed by the larger group.

Much of the discussion focused on redevelopment of the downtown area, with a general inclination toward increasing residential and commercial space, encouraging development that would take advantage of proximity to the commuter rail station, encouraging cultural and entertainment activities / businesses to enliven the area and attract visitors, improving streetscapes and pedestrian connections, and resolving traffic congestion caused by the busy rail crossing. Some ideas relating to downtown redevelopment included:

- Create a more lively area through cultural venues such as movie theater, cafes, and other forms of entertainment
- Take advantage of Nevins Hall's potential (sound system, 2200 seat capacity) as a focus for performance / cultural activities
- Capitalize on the concentration of traffic downtown by building an air rights platform over the tracks for commercial/housing/cultural facilities

- Build more housing downtown near railroad tracks with amenities to attract residents

Considerable discussion was also devoted to improving the traffic bottleneck created by the busy at-grade railroad crossing of Routes 126 and 135. This was generally perceived as a serious existing problem and a potential limiting factor to introducing additional development downtown. Individual comments included:

- Long time bottleneck which was not solved by redesign of the commuter rail station. The large number of freight, commuter, and Amtrak trains, especially at rush hours, means there will always be traffic backups unless the grades are separated. The Town is working to improve traffic management in the area until a long-term solution is found.
- Town needs to revisit the feasibility analysis for redesigning the crossing. Analysis of lowering the RR tracks showed a high cost because the tracks would have to be lowered all the way across Framingham to stay below the maximum 1% grade, and because all the side rail spurs would also have to be lowered where they meet the main track.
- Suggestion that new slurry wall construction techniques might reduce the number of buildings that would have to be demolished for construction of a street underpass, and could also mitigate the impacts of the high water table.
- Suggestion that until the design is complete, new developments should be required to avoid the probable right-of-way and construction zone.
- Suggestion that traffic improvement not result in all traffic speeding through downtown, which might draw shoppers away from the businesses there.

The map-based discussion identified a dozen areas downtown and in other areas of Framingham, which are identified below. Reference numbers relate to locations on the draft economic development map.

Map #	Location & Uses
1	Improve bottleneck Downtown at the Route 126/135 railroad crossing
2	Redevelop / develop air rights over Y rail yards for higher density residential / commercial. MBTA appears to have plans to use this area for rail yard and possibly a spur to a new station at Framingham State College?
3	Higher density mixed use (south of Y off Waverly/Hollis??)
4	Arcade mixed used proposal
5	Improve streetscapes between downtown, train station, and mixed use and transit-oriented development at Avery Dennison Triangle
6	Redevelop Route 9 at Concord Street for office / retail from east of Rte. 126 to Rte. 30
7	Extend mixed use zoning overlay to State Lumber site in

	Saxonville
8	Extend mixed use zoning overlay at Mt. Wayte & Franklin
9	Extend mixed use zoning overlay to area around Waverly / Fountain intersection
10	Redevelop Waverly Street around former Grossman's site
11	Increase density and perhaps add housing at 9 / 90 interchange office parks
12	Develop a long-term plan for Route 9 to make it more homogenous through landscaping, setbacks, etc. (within constraints of State highway regs)
various	Improve appearance of gateway areas into Town Appearance Signage / welcome Street repair

In addition, the wide ranging discussion touched on a number of issues returning to overall themes for the community. These ideas included:

- Town needs a tourism Marketing brand and program
- Investigate possibility of rezoning to accommodate growth of existing headquarters-office if:
 - It is an appropriate use for the area
 - The area is targeted for redevelopment
- Golden Triangle area has zoning in place to result in substantial visual improvements when the properties are redeveloped.
- Future developments must take into account infrastructure capacity (e.g., sewer, water, roads)
- Is it preferable to concentrate commercial development to build up sufficient density to support public transit, or to spread development among less dense nodes which will generate connecting traffic? Is it best to concentrate development near the Turnpike exits to reduce traffic on Framingham streets?
- Should try to attract people who want to both live and work in Framingham
- Put housing in office parks so people can walk to work
- Involve neighborhoods in the planning of commercial projects
- Effort needs to be placed on retaining existing businesses

Framingham Housing Forum Results

September 15, 2003

Purpose: The purpose of the meeting was to elicit and record input from Framingham's residents, landowners, developers, and business community as to the goals and objectives for housing and the themes, priorities, and locations that should inform the housing element of the Community Development Plan. MAPC presented a Housing Profile and guided the discussion.

Expectations: By the end of the meeting, participants were to have had the opportunity to hear details of Framingham's past and future housing supply, demand, and the link between them; brainstormed to identify housing goals, themes, and priorities for future housing; identified locational preferences; and set the stage for housing strategies and implementation tools.

Outcomes: Outcomes were to include a prioritized set of housing themes, a draft map, and a list of factors that affect the Town's ability to achieve its housing goals. With this input, MAPC, working with Town staff, plans to develop a menu of alternative implementation tools and strategies for how Framingham can achieve its housing goals. The results will be coordinated with the goals, themes, and strategies from the other elements in the Community Development Plan, to be reviewed at a future meeting on "Putting it all Together."

Introduction

Phil Giffey, co-chair of the Framingham Housing Partnership, welcomed participants and stressed the importance of the evening's activities in planning for future housing. He then introduced Judith Alland, MAPC's Chief Housing Planner, and Mark Hunsberger, MAPC's Economic Development Planner, to lead the evening's forum.

Ms. Alland reviewed the Community Planning process and outlined the evening's scope and future steps. She noted that MAPC approaches planning from a "smart growth" and "sustainable development" perspective, seeking to integrate various local and regional needs in a way that protects the environment and critical natural resources, keeps the region economically competitive, and meets the needs of its inhabitants for good transportation and mobility, jobs, housing, and a high quality of life. She distributed MAPC's "Smart Growth" principles and urged residents to use the concept to frame the evening's discussion.

Part I: Using Framingham's Housing Profile to Develop Housing Goals, Themes, and Priorities

MAPC presented Framingham's Housing Profile, a Powerpoint presentation (see Appendix) describing the Town's people (the demand side), its housing stock (the supply side); and the link between the two as it relates to housing availability and affordability. Residents discussed the information and offered a number of helpful comments. In response to a question about the extent of homelessness, Carlos Cunningham, Director of the Resource Center at the Southern Middlesex Opportunity Council (SMOC), provided the following statistics: Framingham has 503 homeless people. This includes 103 families, consisting of 112 adults and 192 children, and 199 single adults. This includes people in shelters, hotels and motels, and a number of other facilities.

Planning Director Kathy Bartolini called attention to the link between housing and economic development. She referred to a recent MassInc study that found housing costs to be the biggest barrier to economic development in the state and noted that Massachusetts is losing young adults because the cost of living – fueled by the cost of housing – is so high relative to other states.

Residents then reviewed the housing-related goals and themes identified during previous visioning sessions. Ms. Alland noted that only one of the previous statements – **“build more affordable housing”** -- seemed to be a goal, while the remainder seemed to be strategies. The group agreed to reclassify as strategies all but the single goal statement and then suggested additional goals and the mes and ranked their importance, using three votes per person. The ranked goals and themes appear below:

# Votes	Housing Goal / Theme
13	Build more affordable housing
13	Use density to produce housing & save land
6	Site housing using a “village” concept, locating it near transit, services, & amenities & including a mix of uses
5	Promote a broad range of housing (range of incomes, ages) for existing residents & workers
5	Attract jobs that pay enough to enable people to afford existing & future housing
3	Preserve existing neighborhoods
3	Maintain & preserve housing quality
2	Provide alternatives to single-family homes for empty-nesters
1	Preserve “expiring use” ¹⁵ properties
0	Reduce the value of land
0	Encourage accessory apartments ¹⁶
0	Understand the housing needs of employees of Framingham's

¹⁵ “Expiring use” properties are privately owned subsidized housing that may cease to be affordable when restrictions end. Steps can be taken to retain these units as affordable housing.

¹⁶ Town Meeting is expected to consider draft by-laws designed to make it easier to create accessory apartments and to grant “amnesty” to some existing units.

large retail base

Based on these results, MAPC recommends the following composite goal statement to guide the Housing Element:

Framingham seeks to build more affordable housing, using density to produce housing and save land and using a “village” concept to site housing with a mix of uses near transit, services, and other amenities. Housing should address the needs of a broad range of people (e.g., different incomes, ages), including existing residents & workers, and efforts should be made to attract good jobs so workers can better afford housing.

**Part II: What, Where, and For Whom?
Mapping Appropriate Locations & Housing Types**

Based on the discussion of housing needs and themes, MAPC asked participants to identify map locations that might be appropriate for additional housing and to suggest the type of housing or occupants that would fit best. After a rather robust brainstorming, residents were asked for a show of hands to help determine which ideas might garner the support of about two-thirds of the attendees. In the list below, “yes” indicates locations and/or housing types that appeared to have broad support and “no” indicates those that did not. The numbers refer to locations on the Housing Opportunities map.

Map #	Support	Location & Uses
1	yes	Dennison property & Central Business District (CBD) <ul style="list-style-type: none">• mixed use; conversion of existing buildings to create apartments or condos; accessory apartments
2	yes	Saxonville <ul style="list-style-type: none">• Same uses as above
3	yes	Nobscot <ul style="list-style-type: none">• Same uses as above
4	no	Framingham Center <ul style="list-style-type: none">• Same uses as above, plus housing above stores
5	yes	Developed land generally <ul style="list-style-type: none">• Sprinkle accessory apartments & adaptive reuse
6	yes	Across Mt. Wayte on Franklin (north end of Farm Pond)
7	no	Foss Reservoir <ul style="list-style-type: none">• Drain & reclaim for housing
8	yes	Farm Pond, specifically the underutilized Fountain St. industrial area Possibly for artist live-work space; specific type of housing not voted on
9	yes	Bethany <ul style="list-style-type: none">• Allow preservation plus some housing
10	no	Morency (partly in Natick)
11	no	Eastleigh Farm

The Dennison property and CBD, Saxonville, Nobscot, Mt. Waite/Franklin, and undeveloped land generally garnered unanimous approval. Framingham Center fell short of the 2/3 vote threshold but did exceed 50%.

It is important to note that all votes taken were based on the input of a relatively small number of participants and were not necessarily representative of the Town as a whole. There may be additional locations or uses that should be considered, and some of the ideas suggested above may prove more or less appropriate after further investigation.

Part III: Barriers, Enablers, and Strategies

Because the hour was late, Kathy Bartolini asked residents if they would like to continue or schedule a subsequent session. The group decided to postpone the remaining discussion until November 5, at 8:00 pm, during the Housing Partnership's regularly scheduled meeting.

Participants will develop a list of barriers and enablers – factors that affect the Town's ability to achieve its housing goals. Factors should be interpreted broadly, including organizational capacity, funding, staff, available land or buildings, laws, regulations, policies, and programs. Staff will provide information on recent and current initiatives. Once these items are identified, the group will brainstorm strategies to reduce the barriers, maximize use of the enablers, and otherwise achieve housing goals. The starting point will be the list (previously identified as goals/themes) from the initial visioning, amended as needed to reflect new initiatives. The list from the visioning is as follows:

- Develop adequate parking for downtown housing opportunities
- Promote mixed use development at transportation & economic hubs
- Promote mixed use zoning to potential developers
- Determine appropriate areas to change zoning from industrial to residential
- Facilitate Dennison property for housing possibilities
- Encourage flexibility in zoning (parking & setbacks) to promote appropriate mixed use developments
- Adopt inclusionary zoning
- Adopt bylaws allowing accessory apartments
- In appropriate areas, raise density to reduce parking/traffic & increase public transit & pedestrian movement
- Promote voluntary rent review
- Encourage "friendly" 40B development
- Provide incremental tax breaks for rehabilitation of property
- Apply for state & fed grants for housing programs
- Establish/enhance a local housing trust fund
- Improve permitting process, including establishment of single point of contact for coordination of large projects

Framingham Transportation Forum Results

November 17, 2003

Agenda

The forum addressed two tasks:

- Presentation of an Environmental Justice Analysis that Framingham requested as its transportation component of EO418, and a
- Presentation and discussion of other transportation themes.

Environmental Justice Analysis/Transportation Themes

The Metropolitan Area Planning Council provided maps, background data and a power point presentation on the location of low income, minority and zero-car households by census block group in Framingham. This information was combined with the mapped locations of potential jobs in Framingham and surrounding communities for these target populations.

Existing transit services including Lift Routes were identified and mapped to indicate the level of transit access of low income and zero car households to potential job sites for the LIFT Routes, private bus service and commuter rail access. Pedestrian accessibility in Framingham was also mapped and analyzed for the target populations and Framingham as a whole. Target job locations generally fall along major traffic routes including Route 9, Union Street, Rt. 136 and 126 and Cochituate Road between 126 and Ring Road. Target jobs are also located in Marlborough, downtown Natick and along Main and Union Streets in Ashland. Results of the analysis indicated that of the 17,404 target employment sites, 52% are within ¼ mile of LIFT service routes. If the Ashland and Natick commuter rail stations are added to the locations, 56% of target employment sites are within ¼ mile existing routes. Target jobs not served by transit routes include Route 9 between Union Street and Ring Road. Job targets in downtown Natick near the commuter rail station although accessible, may be restricted because of the high costs of current interzonal fares. Access to job targets in downtown Ashland are affected by the schedule for reverse commuting and well as costs of fares.

Pedestrian Accessibility – Using information contained in the Road Inventory Files (MassHighway Department) MAPC mapped the availability of sidewalks within Framingham. Forty-nine percent of Framingham roads have sidewalks on at least one side of the road. Sidewalks are available on at least one side of the road for 95% of zero-vehicle census block groups.

Finally, Journey to Work information from the 2000 Census was provided for job destinations of the Framingham labor force. Of all work trips by Framingham's labor force, 33% (11,404) are within Framingham; and 52% are within Framingham or abutting communities. Boston is the destination for 11% of the labor force in Framingham and 4% travel to Waltham.

Identifying Other Transportation Priorities

MAPC prepared lists of transportation themes from previous visioning meetings and related maps for the Discussion on Transportation Priorities. The themes identified at previous meetings include the following:

June 2 – Framingham Tomorrow Visioning

Transportation Assets

- Transportation/Trains (#8 in TOP TEN OVERALL)

Transportation Liabilities

- Traffic (#1 in TOP TEN OVERALL)
- Train Crossing/Rt. 126/135 (#2 in TOP TEN OVERALL)
- Pedestrian/Bike Hostile (#5 in TOP TEN OVERALL)
- Lack of Parking (#10 in TOP TEN OVERALL)
- Traffic Enforcement
- Poor public transit

Transportation Opportunities

- Public transportation (#2 in TOP TEN OVERALL)
- Rail Trail (#9 in TOP TEN OVERALL)
- Train Crossing Changes (TIED: #10 in TOP TEN OVERALL)

Draft Transportation Themes For Goals Statements

- Expansion and better utilization of local bus transit to improve mobility within town
- Examine potential for establishment/enhancement of a Regional Transit Authority
- Redesign traffic patterns downtown, including addressing train crossings
- Improve parking at transportation hubs
 - Examine all alternatives to improve transportation, including Transit Oriented Development, shuttles, van/carpools, park & ride, Logan express, improved pedestrian/bikeway systems

Transportation Themes from Housing, Economic Development, and Open Space Fora

Housing

- Framingham seeks to build more affordable housing, using density to produce housing and save land and using a “village” concept to site housing with a mix of uses near transit, services, and other amenities.
- Develop adequate parking for downtown housing opportunities.
- Encourage flexibility in zoning (parking and setbacks) to promote appropriate mixed use developments

- In appropriate areas, raise density to reduce parking/traffic and increase public transit and pedestrian movement.

Natural Resources Forum

- Work to protect connecting trails/provide natural linkages throughout town, including walking and bicycle trails and wildlife corridors (9 votes)
- Retain Villages and enhance streetscapes as open space and historical resources to maintain local character (2 votes)

Economic Development Forum

- Framingham seeks to revitalize and redevelop its downtown and other commercial areas to create more vibrant, aesthetically pleasing focal points that combine business, housing and cultural venues. Redevelopment will respect the traditional character of Framingham while selectively increasing density in locations where existing transportation and utility infrastructure is adequate.
- Improve bottleneck downtown at the Route 126/135 railroad crossing
- Redevelop/develop air rights over rail yards for higher density residential/commercial. MBTA appears to have plans to use this area for rail yard and possibly a spur to a new station at Framingham State College?
- Improve streetscapes between downtown, train station, and mixed use and transit-oriented development at Avery Dennison Triangle.
- Develop a long-term plan for Route 9 to make it more homogenous through landscaping, setbacks, etc. (within constraints of state highway regulations).
- Is it preferable to concentrate commercial development to build up sufficient density to support public transit, or to spread development among less dense nodes which will generate connecting traffic?
- It is best to concentrate development near the Turnpike exits to reduce traffic on Framingham streets?

Starting from these points, participants at the November 17th meeting underlined and added to the earlier themes. The results of the session are captured below:

Serve all Framingham with transit and road improvements

- Make lift-stops more comfortable and visible
 - Signs and shelters
 - Benches
- T Providing three shelters, maybe four, with route maps
- Town working with Framingham, State and others to identify others
- Flagged system-Not all set stops
- Joint design projects with architect, dept. for shelters
- School bus fleet, town-owned, can they be used for other services
- No curb cuts on existing sidewalks, problematic for wheel chairs

- Jobs/Labor Force, Why the changing ratio?
 - Cost/Availability of housing
 - Ageing population
- Lift Buses are on time, in general
- Sidewalks
 - Percentage accessible in winter-Commit to year round access and sand clean-up
- Bike Lockers at T Station and Shoppers World Station (Acton example)
- Bike racks on lift buses
- Livable, sustainable and bike friendly communities
 - And healthy communities
- Sidwalk-126 north of 30, there are utility poles in the middle of sidewalks
- Journey to Work-Mode split, How do communities within Framingham commute by mode? Data not available
- Commuter bus from Shoppers World is underutilized
- How do we increase the use of existing transit?-Currently 177,000 lift users
- Fewer runs reduce use as a result of waning publicity
What if lifts 7, 5 and 6 had to be funded by Framingham? $2/3(80K) + 7, 5 \& 6$
- Want others, including businesses, to chip in
- TMA Corp currently contributing
- Corporate tax break for employee transit passes could be more utilized if there were more routes
- Non-Journey to work trips, are there other ways to provide-school buses?
 - Including college students
- TMA want to know more about: Planning Board Aware
- TMA meetings will be placed on website K.B.
- Private shuttles operating, Lifeline, EMC
- Better public participation during review and decisions on developments
 - i.e., RR Spur route proposed by Marlborough
- Hospital traffic/parking-Metro West Medical Center
 - Lifts routes within walking distance
 - Parking lot shielding no longer up-Solutions?

Roadways Items

- 126/135, Underpass or no?
- Route 9, Prospective
- Route 9/Route 30, Crash Sites
- Route 9, Temple, office, hotel project, exit 12 mitigation, project meeting
- Edgell Road at Central Street, Route 9, Nobscott Center-Water, Edmonds, Edgell
- Franklin Street, Improvements/reconstruction
- Don't Redo Speen Street and Route 30
- Don't pursue road with Dennings to detriment of neighborhood

TOD-Central Business District, Mixed-Use Zoning and Sidewalk Coverage

Positive

- Purchase parking lots that are under utilized, Pinefield SC parking, to improve park and ride opportunities

- Reduce attention on intersection streets and concentrate on alternate modes(10)
- Balanced intersection and alternate modes(6)
- Increasing lift buses- make this a priority-don't expect transit to be self supporting
- Loss of fulltime coordinator for buses an issue for addressing bus shelter issue and others
 - Interns help with some items, for example, reporting requirements, but more help is needed
- For local and intercommunity transit, Less service = fewer riders, including transit to train movement
- Increased transit through town to Worcester
- Link longer trains/frequency-Get something back
- Access to Natick Station via Rail Trail
- CSX-pull off for increased commuter rail runs
 - Land/At Grade crossing
 - 135/126 Issue
- CSX-Freight-Increase spur use for rail freight
 - Provide Commuter line on Spur
- Commuter Rail at Framingham State, F ST, interested in shuttle to train station
 - Town asked to consider renting space for student parking, And Framingham State will provide parking?

APPENDIX II – EXAMPLES OF RELEVANT BY-LAWS FROM OTHER COMMUNITIES

Milton Planned Unit Development By-Law

Town of Milton – Planned Unit Development Zoning Bylaw. Note that this is an example of a Mixed Use bylaw which has bonus density provisions. In the case of the Town of Framingham, MAPC is recommending that the Town consider having one of the major means of attaining bonus density be the Transfer of Development Rights from another area (e.g., the Greater Callahan Overlay District) to the mixed use development.

Town Of Milton - Final Zoning as Adopted May 22, 2001

To see whether the Town will vote to amend Chapter 10 of the General Bylaws known as the Zoning Bylaws by adding the following Subsection G to Section III: -

G. Planned Unit Development

In the Milton Village/Central Avenue Business District on a lot of no less than 80,000 square feet of land, exclusive of wetlands, all of which is no less than 50 feet from any residential zoning district in the town a mixed residential and business use may be permitted by a special permit for planned unit development issued by the Planning Board upon such terms and conditions as the Planning Board shall deem to be reasonable and appropriate. In the event that a special permit for planned unit development shall be issued for a lot of land, no use of the lot may be made except as specifically authorized by the special permit. As used in this subsection G the word “lot” shall be deemed to include a combination of adjacent lots in more than one ownership. A special permit for planned unit development shall not lapse following substantial completion of construction but may be modified or amended by the Planning Board.

(1) Purpose

The purpose of this subsection is to permit quality development on large lots in the Milton Village/Central Avenue Business District combining both business and residential uses and providing significant amenities to the public, including meaningful usable open space, additional parking, and an attractive design which takes advantage of natural features and promotes access to and from nearby areas in the Business District.

(2) Uses

- (a) Business uses otherwise permissible in the Business District may be permitted, in conjunction with residential use, by a special permit for planned unit development, except that none of the following uses shall be permitted: drive-

through food establishments, used car lots, motor vehicle dealerships, gasoline stations, body shops, motor vehicle repair shops, and sexually oriented businesses.

- (b) Residential use shall be permitted in conjunction with an amount and type of business use, which is deemed reasonable and appropriate by the Planning Board, by a special permit for planned unit development. Such residential use may be authorized as rental or ownership of housing units or both. The number of such housing units shall not exceed one unit per 2,000 square feet of lot area, exclusive of wetlands, provided that this number may be increased in the discretion of the Planning Board as hereafter provided in paragraphs 3,4, 6 and 7 but in no event shall the number of such housing units exceed one unit per 1,000 square feet of lot area, exclusive of wetlands

(3) Buildings

- (a) In a planned unit development the total gross floor area of all buildings, excluding below-grade basements and parking areas within a building shall not exceed 0.8 times the area of the lot, exclusive of wetlands, provided that this total gross floor area may be increased, in the discretion of the Planning Board, as hereafter provided in paragraphs 3,4,6 and, but in no event shall this total gross floor area be more than 1.6 times the area of the lot, exclusive of wetlands.
- (b) Buildings, exclusive of parking structures used solely for parking, shall not cover in excess of 30% of the lot, exclusive of wetlands. The total coverage of parking structures, which are used solely for parking, together with other buildings, shall not cover in excess of 50% of the lot, exclusive of wetlands. Buildings shall not exceed 65 feet in height or more than six stories, including any above grade parking levels in the building. Height shall be measured from mean finished grade, excluding berms, to the highest point of the building provided that the Planning Board may permit additional height for protrusions of up to eight feet above the roofline, such as elevator shaft housings or chimneys, so long as the appearance of the top of the building remains architecturally coherent and visually attractive. Buildings shall be designed so that there are no blank walls or box-like structures without visual interest and architectural merit. The back and sides of each building shall be given as much architectural care as the front.
- (c) Buildings shall be sited so that foot access by residents to nearby areas in the business district is convenient. Buildings shall be sited so as to take advantage of natural features in the area and the open space in the development without unnecessarily obstructing the natural features and open space from view in nearby areas in the business district. Parking structures shall be designed so that users are not obstructed or discouraged from access to the nearby business district.

- (d) In the event that the Planning Board determines that the design of the buildings, including parking structures, in a planned unit development is of high quality and of attractive appearance on all sides and that the buildings are well sited and meet the foregoing criteria, the Planning Board as part of the special permit for planned unit development may authorize additional housing units and additional gross floor area up to 20% of the maximum permissible prior to authorization of additional units and of additional gross floor area under this paragraph and paragraphs 4,6, and 7.

(4) Open Space

At least 30% of a lot used for planned unit development shall be used for open space which, whenever possible, shall be accessible to and usable by the public during daylight hours without undue restriction. Open space shall be designed as an integral part of any planned unit development and shall enhance the planned unit development and the area in which the development is located. If the development is near the Neponset River or the MDC bike path, some open space shall enhance public views and access to these resources. Open space shall not include paved streets, sidewalks abutting streets, parking areas or recreational open space not open to the public. Open space may include pedestrian walkways and recreational open space open to the public. In the event that the Planning Board determines that the design of the open space will provide significant public amenities and meets all the criteria set out herein, especially if in meeting those criteria more than the minimum amount of open space is provided, the Planning Board as part of the special permit for planned unit development may authorize additional housing units and additional gross floor area up to 30% of the maximum permissible prior to authorization of additional units and of additional gross floor area under this paragraph and paragraphs 3, 6 and 7.

5) Street Design

Any planned unit development, insofar as possible, shall have safe and convenient

access to and egress from a public way with adequate capacity for all anticipated traffic. The streets and driveways in a planned unit development, insofar as possible, shall be designed, so as to provide safe and convenient access and egress for users. Sidewalks and pedestrian walkways shall be designed, insofar as possible, to give pedestrians safe and convenient access to and from the planned unit development and to and from adjacent areas in the nearby business district and to any nearby public amenities including, if applicable, to the trolley station, the MDC bikepath and to the Neponset River.

(6) Parking

A planned unit development shall meet the following minimum parking requirements. In the event that parking is provided in excess of these minimum requirements, the Planning Board as part of the special permit for planned unit development may authorize additional housing units and additional gross floor area up to 30% of the maximum permissible prior to authorization of additional units and additional gross floor area under this paragraph and paragraphs 3,4 and 7. The additional housing units and additional gross floor area shall bear the same percentage (up to 30%) to such maximum permissible, as the additional number of parking spaces bear to the minimum number of parking spaces required for the development. Such additional parking spaces may be assigned to meet the parking requirements of other nearby business uses for which such parking would be reasonably convenient as determined by the Planning Board. Any such assignment of parking spaces for a nearby business use shall be appropriately restricted so as to be coterminous with the business use to which it has been assigned. Any such parking spaces so assigned shall not be assigned to meet the requirements of any other uses except as parking sharing may be approved.

The minimum parking required in a planned unit development shall be (a) two parking spaces for each residential unit or such greater number as the Planning Board may determine to be reasonably necessary to accommodate residents and a reasonable number of guests in view of the type of development proposed, provided that there need only be one parking space provided for single bedroom or studio units together with an additional guest space for every ten such single bedroom and studio units, and (b) the number of parking spaces specified in Section VII.C for those business uses permitted in a planned unit development provided that the Planning Board, rather than the Board of Appeals, shall make any determinations required under Subsections 5 and 7 as part of the special permit for planned unit development and further provided that the Planning Board, upon a reliable showing of lesser parking need for a particular business use, may reduce the parking requirements for that business use. In determining the minimum amount of parking shared between uses, the Planning Board shall employ the following Parking Sharing Schedule for the uses listed and determine the total number of parking spaces needed for these residential and business uses at various times of day. The highest number of needed spaces so computed for any of these times shall be the requisite minimum amount of parking. Parking sharing with respect to other business uses shall be determined by the Planning Board.

Parking Sharing Schedule

<u>Uses</u>	Weekday			Weekend	
	Night Midnight to 7:00 a.m. (percent)	Day 7:00 a.m. to 5:00 p.m. (percent)	Evening 5:00 p.m. to Midnight (percent)	Day 6:00 a.m. to 6:00 p.m. (percent)	Evening 6:00 p.m. to Midnight (percent)
Residential	100	60	90	80	90
Office	5	100	10	10	5
Service or retail	5	80	60	100	70
Restaurant	10	50	100	50	100
Entertainment	10	40	100	80	100
Day-care	5	100	10	20	5

(7) Additional Business Use

Every planned unit development shall have some business use as well as residential use. In the event that a planned unit development provides for significant business use, including but not limited to service, retail or restaurant use one quarter or more of the ground floor in a principal building or equivalent or, if the ground floor is used for parking, on the principal floor, the Planning Board as part of the special permit for planned unit development may authorize additional housing units and additional gross floor area up to 20% of the maximum permissible prior to authorization of additional units and of additional gross floor area under this paragraph and paragraphs 3,4, and 6.

(8) Site Plan.

An application for a planned unit development shall include a plan meeting the requirements for a site plan specified in Section VIII.D.2 and such other requirements as may be specified by the Planning Board. The plan shall be contained in various sheets, all of which, after approval, shall contain the written approval of the Planning Board and shall be recorded with the Norfolk County Registry of Deeds at the applicant's expense. The plan on record shall be a part of the special permit for planned unit development. The plan shall show the development in all material detail. Any amendments or modifications to the plan shall be approved by the Planning Board and recorded with the Registry of Deeds at the applicant's expense. The application shall also include professional studies calculating the impacts of the development on town services, on traffic in the town, on existing nearby businesses, and on future business development. The applicant shall promptly provide to the Planning Board evidence of recording of each such plan, amendment or modification. When each such recorded document has been returned to the applicant, the applicant shall promptly provide a copy thereof to the Planning Board, which shows the book and page of recording.

(9) Application Review Fees.

When reviewing an application for a special permit for planned unit development,

the Planning Board may determine that the assistance of outside consultants is warranted due to the size, scale or complexity of the proposed project or because of the project's potential impacts. The Board may require that applicants pay a review fee, consisting of the reasonable costs incurred by the Board for the employment of outside consultants engaged by the Board to assist in the review of an application. In hiring outside consultants, the Board may engage disinterested engineers, planners, lawyers, stenographers, urban designers or other appropriate professionals who can assist the Board in analyzing a project to ensure compliance with all relevant laws, bylaws, regulations, and other requirements. Expenditures may be made at the direction of the Board and shall be made only in connection with the review of the specific project for which the review fee has been collected from the applicant. Failure of an applicant to pay a review fee shall be grounds for denial of the application. At the completion of the Board's review of a project, any excess amount of the review fee, shall be repaid to the applicant. A final report of expenditures shall be made available to the applicant.

(10) Notice, Procedures and Standard for Decision.

The notice and procedural requirements set out in Section IX.B and C and the standard to be used in rendering a decision set out in Section IX.C shall apply to special permits for planned unit development under this subsection.

Town of Amherst – Farmland Conservation District

Note that in the case of the Town of Framingham, this is offered as a suggestion for requiring cluster in specific areas of town (e.g., the grater Callahan Overlay district).

3.28 Farmland Conservation (FC) District

3.280 General

The Farmland Conservation (FC) District is an overlay district and shall be superimposed on other districts established by this Bylaw. Restrictions and prohibitions of land use in the underlying districts shall remain in full force and shall not be modified by the conditions of the FC District unless superceded by the restrictions and conditions of the FC District.

3.281 Establishment of District

The Farmland Conservation (FC) District shall consist of those geographic areas shown as FC District on the Official Zoning Map. This District is configured to include those lands which, by virtue of their soils, acreage, location adjacent to and contiguous with other farmland forming discrete blocks, and lack of protection under existing zoning, comprise the critical farmland areas of the Town of Amherst.

3.282 Purpose

The purposes of the Farmland Conservation (FC) District are to:

3.2820 Promote and protect the practice and continued economic viability of farming through conservation of those lands on which farming is most viable, while allowing development of other portions of farm properties for residential and other non farming uses;

3.2821 Maintain an adequate base of agricultural land and activity in Amherst to help ensure the continued economic viability of local farming and thereby contribute to the continued availability of agricultural support services;

3.2822 Preserve the continued economic value of land for farmers and farmland owners by retaining portions of farm properties as developable for residential and other non farm purposes, thereby supporting the continued economic viability of individual farms and farming in Amherst,

3.2823 Preserve the culture and landscape of farming, which help define the character of Amherst.

3.283 Residential Development

3.2830 Residential subdivisions requiring approval under M.G.L. Ch. 41, Subdivision Control Law, shall be laid out as cluster developments in accordance with the provisions of this section and Section 4.3, Cluster Development, or as open space community developments in accordance with Section 4.5, Open Space Community Development (OSCD), of the Zoning Bylaw.

****Webmasters Note:** The previous subsections, 3.282 through 3.2830, have been amended as per an ordinance approved at a town meeting held on 11/1/01.

3.2831 Cluster developments in the FP District shall conform to the provisions of Sections 3.284 and 3.285 of this bylaw.

For flag lots with frontage located outside the FP District and a majority of lot area within the FP District, the lot area requirements for these lots are as follows:

Minimum lot area 20,000 sq.ft.

Maximum lot area 30,000 sq.ft.

All other dimensional requirements for these lots shall be the same as those specified in Table 3 for Cluster Development flag lots in the R-N District.

3.284 Standards for Planning [Board](#) Site Plan Review (SPR) Approval

The Planning [Board](#) shall grant a Site Plan Review (SPR) Approval for a cluster development in the FC District provided it finds that in addition to meeting the provisions of Sections 11.2 and 11.3, the proposed use conforms to the provisions of Section 3.285, [Farmland Conservation](#) Development Standards and Section 4.38, Cluster Development Design Standards, of this Bylaw.

3.285 [Farmland Conservation](#) Development Standards

****Webmasters Note:** The previous subsections, 3.284 and 3.285, have been amended as per an ordinance approved at a town meeting held on 11/1/01.

3.2850 To the maximum practical extent, all buildings and roads shall be located on that portion of the site with soils determined by the permit granting [board](#) to be least suitable for the production of crops and livestock. This provision shall not apply to the location of on-site septic facilities, which must be placed in soils meeting the requirements of the Massachusetts Environmental Code.

1. To assist the permit granting [board](#) in making this determination, copies of the application and site plan shall be transmitted to the Farm Committee, which shall have thirty-five (35) days to report its findings. Upon notification by the permit granting [board](#), the Farm Committee shall assemble an expert panel consisting of professional agronomists, soils scientists and other qualified professionals to evaluate and report on the suitability of soils, including but not limited to the historical uses thereof, and the overall agricultural viability of the farm property, consistent with the purposes of the bylaw. Failure to report in the allotted time shall constitute approval by the Farm Committee. The permit granting [board](#) may grant at least one extension of this time period in response to a written request from the Farm Committee for such an extension based on a need for additional time resulting from parcel size, project complexity, time of year, or other factors.

2. The permit granting [board](#) may, consistent with its regulations adopted pursuant to M.G.L., Ch. 44, 53G, engage the service of independent professional agronomists, soils scientists, or other qualified consultants at the cost of the [applicant](#), to assist in evaluating a site or project.

****Webmasters Note:** The previous subsection, 3.2850, has been amended as per an update approved at a town meeting held on 10/28/02.

3.2851 Individual or multi-unit community septic systems may be allowed in cluster developments in the FP District where public sanitary service is not reasonably available, subject to [Board](#) of Health approval, conditions and restrictions.

3.2852 Within the common land provided in the Cluster Development, a maximum of 5,000 square feet per dwelling unit shall be set aside as usable open space for active and passive recreation. Upon request of the [applicant](#), the Planning [Board](#) may waive this maximum, where such a change would be consistent with the purposes of this Bylaw. In making their decision, the Planning [Board](#) shall consider whether the maximum feasible amount of common land has been set aside as permanently preserved farmland, while maintaining adequate amounts of usable open space for active and passive recreation for the Cluster Development.

3.2853 Common land set aside as permanently preserved open farmland shall have

appropriate contiguous acreage, configuration and access to enable continued viable farmland operations.

3.2854 All roadways, drainage systems and utilities shall be laid out in a manner so as to have the least possible impact on adjacent or on-site agricultural lands or uses.

3.2855 No [building](#) containing dwelling units shall intrude into a minimum 150 foot buffer strip separating residential uses from adjacent or on-site farmland. Said buffer strip may include private property and Common Land. The permit granting [board](#) or authority may reduce this distance requirement where screening, substantial vegetation, land contour or other features of the site are deemed to provide sufficient buffering, and where such a change is consistent with the purposes of this Bylaw. An exception to this distance requirement shall be permitted for no more than one (1) dwelling unit associated with the management and operation of agricultural uses of the farmland. Said dwelling unit shall be included in the maximum number of lots provided for under Section 4.327.

3.2856 The permit granting [board](#) or authority may approve the use of portions of the 150 foot buffer strip between the residential and farmland portions of a cluster development as usable open space for the recreational use of cluster development residents, provided the [board](#) or authority determines that such use will not impact adversely on adjacent farming activity and is consistent with Section 4.31 of the Zoning Bylaw.

****Webmasters Note:** The previous subsections, 3.2855 and 3.2856, have been amended as per an ordinance approved at a town meeting held on 11/1/01.

3.2857 Every reasonable effort shall be made to maintain views of open agricultural lands from nearby public ways.

3.2858 Each dwelling unit and [structure](#) shall be integrated into the existing landscape through use of [building](#) placement, landform treatment and screening.

3.2859 Applicants are encouraged to site dwelling units and other structures:

1. Within any woodland contained on the parcel;
2. Into woodlands along the edges of fields;

3. In locations where new construction can be visually screened or absorbed into natural vegetative or topographic features;

4. In locations where the greatest number of units can take advantage of solar heating, summer breezes, vegetative wind screens, and other climatic site characteristics that can be utilized through siting and design.

Amesbury Cluster By-Law

SECTION VI DIMENSIONAL AND DENSITY REGULATIONS

A. Applicability of Dimensional and Density Regulations:

The regulations for each [district](#) pertaining to minimum [lot](#) area, minimum lot frontage, minimum front [yard](#) depth, minimum side [yard](#) depth, minimum rear [yard](#) depth, maximum [height](#) of buildings, maximum [open space](#) shall be specified in each Section and set forth in the Table of Dimensional and Density Regulations, and subject to the further provisions of this section.

B. Table of Dimensional and Density Regulations:

See table below and on accompanying pages plus attached notes, which is declared to be part of this Bylaw.

C. Reduction of Lot Areas:

The lot, [yard](#) areas, and [open space](#) required for any new [building](#) or [use](#) may not include any part of a lot that is required by any other [building](#) or [use](#) to comply with any provision of this Bylaw, nor may these areas include any property of which the ownership has been transferred subsequent to the effective date of this Bylaw, if such property was a part of the area required for compliance with the dimensional regulations applicable to the lot from which such transfer was made.

D. Separation of Lots:

Lots shall not be so separated or transferred in ownership so as not to comply with the provisions of this Bylaw.

E. Accessory Buildings and Structures:

In "R", "C", and "OP " Districts a detached accessory [building](#) or structure shall conform to the following provisions: it shall not occupy more than twenty five (25) percent of the required rear yard it shall be set back from the street line the required front yard distance for the zone in which it is located; it shall not be less than five (5) feet from any other lot line or ten (10) feet from any principal [building](#) or structure; and it shall not exceed twelve (12) feet by sixteen (16) feet in dimension, nor exceed twelve (12) feet in [height](#). Garages or other such accessory structures, whether attached or detached, that exceed the above dimensions shall conform to the front, side, and rear yard setback requirements applicable to the principal [building](#) or structure in the zoning [district](#) where located. In-ground and aboveground pools shall be located in the rear yard and are subject only to the five (5) foot lot line restrictions as herein stated.

F. Other General Dimensional and Density Provisions:

In addition to the regulations in Items A through E above, the following regulations shall apply:

1. Existing residential uses in a "C" or "I" [District](#) shall be subject to the regulations for the particular type [dwelling](#) as defined in the R-8 [District](#), except that [dwelling](#) units in such districts located over commercial uses in multi-story buildings shall adhere to dimensional and density controls from commercial uses in "C" Districts as appropriate unless the [Special Permit](#) Granting [Authority](#) attaches additional requirements.
2. Except for **Cluster Residential Development** (CRD), Planned Unit [Development](#) (PUD), multifamily residential developments in the Regional Commercial Zoning [District](#) (RCZD), industrial [development](#), [community facilities](#), and public utilities, only one principal [structure](#) shall be permitted on a lot. The minimum lot area required per each individual [dwelling](#) unit, [building](#), and other unit of [use](#) shall be multiplied by the number of units to obtain the minimum lot area required for the total tract of land. Other area regulations shall apply to the tract as a whole.
3. A [corner lot](#) shall have minimum [street](#) yards with depths which shall be the same as the required, front [yard](#) depths for the adjoining lots.
4. At each end of a [through lot](#), there shall be a setback depth required which is equal to the front [yard](#) depth required for the [district](#) in which each [street](#) frontage is located.
5. Projections into required yards or other required open spaces are not permitted except as follows:
 - a. Balconies or bay windows may project up to two (2) feet into a required [yard](#) provided the projection is limited in total length to one half of the [building](#) face.
 - b. Open terraces, steps or stoops may project up to one half the required [yard](#) setback provided they are under four (4) feet in [height](#).
 - c. Steps or stoops over four (4) feet in [height](#), window sills, chimneys, roof eaves, fire escapes, fire towers, storm enclosures, awnings, or similar architectural features may project up to two (2) feet into a required [yard](#).
6. The provisions of this Bylaw governing the [height](#) of buildings shall not apply to chimneys, elevator bulkheads, skylights, ventilators, electronic equipment, elevator shafts, and other necessary appurtenances usually carried above roof, nor to domes, towers, stacks, or spires, if not used for human occupancy and which occupy not more than 20 percent of the ground floor area of the [building](#); nor to ornamental towers, observation towers,

licensed amateur radio station, and other like structures, which do not occupy more than 20 percent of the [lot](#) area; nor to churches or public, agricultural, or institutional buildings or buildings or [private schools](#) not conducted for profit that are primarily used for school purposes, provided the excepted appurtenances are not located within the flight paths of an airport as defined by F.A.A. regulations.

7. The gross floor area in a multifamily [dwelling](#) shall not be less than 450 square feet for one bedroom [dwelling](#) units, 600 square feet for two bedroom units, and 768 square feet for three bedroom or larger units.

8. Where commercial districts (CBD, C or OP) abut a residential [district](#), no [building](#) within those districts shall be within 25 feet of the boundary line of the residential [district](#). In the instance where the industrial districts (IL, IC, I) abut a residential [district](#), no [building](#) within the industrial districts shall be within 50 feet of the boundary line of the residential [district](#).

Further, the required setbacks shall not be devoted to any commercial, parking, or accessory uses, and shall be planted or constructed in accordance with a plan on file with the [Building Inspector](#) entitled "Plan for Screening."

The Amesbury Planning [Board](#), during the Site Plan Review process, shall review and approve or approve with [alteration](#) the Plan for Screening, associated with the commercial or industrial [development](#). No [building](#) permits may be issued until such time as the Planning [Board](#) has approved the Plan for Screening: Except in instances where there is no practical alternative, the Planning [Board](#) shall require vegetative screening, and said vegetative plantings shall be of a density to screen 90 percent of the [development](#) in question from view, along the zoning [district](#) line in question. Further, said vegetative plantings shall be of various evergreen species only.

If the Planning [Board](#) requires fencing, all aspects of said fencing shall be subject to the approval of the Planning [Board](#).

9. Visibility at Intersections: On a [corner lot](#) in any [district](#) no [sign](#); fence, wall, hedge, shrub or other [structure](#) more than three and one half (3 1/2) feet above the established [street](#) grades shall be erected, placed or maintained within the triangular area formed by the intersecting [street](#) lines and a straight line joining said [street](#) lines at points which are twenty-five (25) feet distant from the point of intersection, measured along said [street](#) lines.

10. In Planned Unit [Development](#) (PUD), Central Industrial [Development](#) (ICZD) and Central Business Districts (CBD) Districts shown on the Zoning Map, the provisions of Section VI, Table of Dimensional and Density Regulations, governing the height, number of stories, and minimum front, side and rear yards of existing buildings or structures shall not apply to the reconstruction, extension, [alteration](#) or enlargement of preexisting,

nonconforming buildings or structures as to which the [Board](#) of Appeals has made the finding required by Section IX.B.1, provided, however, that the height of any such reconstruction, extension, [alteration](#), or enlargement shall not exceed the existing height of the highest preexisting, nonconforming buildings or structures on the lot, and further that the minimum front, side and rear yards for any such reconstruction, extension, [alteration](#) or enlargement shall not be less than the preexisting, nonconforming front, side and rear yards of any preexisting, nonconforming buildings or structures on the lot, such existing highest height and preexisting, nonconforming front, side and rear yards to be determined by the [Building](#) Inspector and the Planning [Board](#) through Site Plan Review. A permit issued under this provision shall lapse within two (2) years, excluding the time required to pursue or wait the determination of an appeal from the permit, if a substantial use has not commenced sooner or if construction has not started. The Planning [Board](#) may grant a transferable two year renewable extension, after a public hearing, for good cause, and shall grant an extension if delay has been caused by the need to seek other permits or project financing. Parking facilities, located on a lot in a PUD district shown on the Zoning Map, below the grade of any street adjoining such lot shall not be calculated as part of the maximum height or number of stories for buildings or structures other than for buildings or structures used exclusively for parking facilities.

TABLE OF DIMENSIONAL AND DENSITY REGULATIONS

District	Minimum Lot Area (S. F.)	Minimum lot Frontage (ft.)	Minimum Yards ¹			Maximum Height (ft.)	Maximum Stories (#)	Maximum Building Area (%)	Minimum Open Space (%)
			Front	Side	Rear				
R-8	8,000	80	25	15	30	35	2.5	30	50
R-20	20,000	125	40	20	40	35	2.5	20	50
R-40	40,000	140	40	25	50	35	2.5	15	50
R-80	80,000	200	40	40	80	35	2.5	10	70
CBD	5,000	50	0	5	30	40	4.0	70	10
C	20,000	100	20	15	40	40	4.0	40	30
RCZD ¹	2 Acres	300	20	15	20	35	3.0	40	30
OP	2.5 Acres	200	30	25	40	40	4.0	40	30
I	40,000	125	25	20	40	40	4.0	50	40
IL	10 Acres	125	25	40	40	35	3.0	50	40
IC	40,000	125	25	20	40	40	4.0	50	40
OSC	5 Acres	400	100	50	100	30	2.5	10	80
PUD	5 Acres ²	300	20	35 ³	35	35	3.0	35 ⁴	30 ⁵
ESOD ⁶	40,000	150	20	20	40	35	2.5	40	30
RC ⁷	10 Acres	200	25	25	15	35	2.5	20	70

Wetlands/Floodplain: see Bylaw Section XII

1. Where [development](#) abuts a residential zoning [district](#) line the setback shall be 50 feet, and except for the purposes of a public recreational access pathway, no [impervious surface](#) of any kind shall be permitted in the setback area. The setback shall be landscaped to visually screen the [development](#) from the view of abutting residential areas. The proposed screening shall also be subject to the Site Plan Review criteria of this Bylaw.

2. In the Planned Unit [Development](#) (PUD) Districts shown on the Zoning Map the minimum [lot](#) area required by Section VI, Table of Dimensional and Density Regulations may be satisfied by combining lots in such districts in common ownership on separate parcels; separated by existing public or private Ways, up to but not exceeding the minimum [lot](#) area required in a PUD [district](#) shown on the Zoning Map, provided, however, that any such separate [lot](#) or portion of a [lot](#) used in satisfying the minimum [lot](#) area requirement is within 300 feet of the property line of the largest [lot](#) used to calculate the minimum [lot](#) area and further provided that existing public and private ways need not constitute boundaries of a [lot](#) for purposes of calculating minimum lot area.
3. Where a PUD abuts a residential [zone](#) the side [yard](#) setback shall be 50 feet:
4. In Planned Unit [Development](#) (PUD) Districts where the [building](#) area of preexisting structures or buildings on a lot exceeds 35% of lot area, the allowable maximum [building](#) area shall be increased by 10% of the [building](#) area of such preexisting structures or buildings, up to a maximum of 40%.
5. The required minimum [open space](#) for the PUD [District](#) shall be subject to all the requirements set forth for usable [open space](#), Section XI.H.16 of this Bylaw.
6. Measured from the centerline of Elm St., the Elm St. Overlay [District](#) exists to protect the integrity of the older historic structures that provide a distinct visual character and identity to this important gateway to Amesbury. See Section X.M., XI.C. and the Amesbury Design Guidelines for a description of design review and application requirements. All uses allowed in the Office Park [District](#) are permissible in the Overlay [District](#), except [Light Manufacturing](#) shall not be allowed. General Retail Sales & [Services](#) and Restaurants (excluding fast food or drive-up restaurants) are permitted by right and one (1) residential unit per floor is allowed by right above the, first floor and additional units may be permitted by Special Permit from the Planning [Board](#): Further, the maximum [building](#) area shall be increased to 50% and minimum [open space](#) reduced to 25% if no direct access from Elm St. is provided to the lot.
7. One [dwelling](#) unit per 435,600 sq. ft (10 acres) is permitted in the RC [district](#). For [cluster residential development](#), as permitted by right in RC, the maximum overall density shall be one [dwelling](#) unit per 80,000 sq. ft. For [cluster residential development](#), the minimum lot size shall be 10,000 sq. ft; and the minimum lot frontage shall be 100 feet. Further, [cluster residential development](#) shall meet the [open space](#) standards of this table, and the [use](#) of the resulting common [open space](#) shall conform with the common [open space](#) requirements of Section XI.D.8 & 9, of this Bylaw.

Falmouth Transfer of Development Rights By-Law

ARTICLE XXXVI Transfer of Development Rights

[Added ATM 4-1-1985, Art. 60]

Section 240-174. Eligibility.

[Amended STM 10-14-1987, Art. 50; AFTM 11-18-1996, Art. 16, approved 4-30-1997]

Any [lot](#) or lots shown on a plan endorsed by the Planning [Board](#) or duly [recorded](#) at the Registry of Deeds as of April 1, 1995, shall be eligible to apply for a special permit to transfer a portion or all of the development rights on said [lot](#) or lots (hereinafter called "donor lots") to a different location and different zoning district (hereinafter called "receiving district") to be included as part of a subdivision requiring approval under MGL C. 41, the Subdivision Control Law, provided that the following requirements are met:

- A. Each donor [lot](#) or portion thereof complies, in all respects, with the minimum requirements for obtaining a building permit by right or if in the opinion of the Planning [Board](#), is potentially subdividable [lot](#) of land given minimum zoning requirements, subdivision regulations and other pertinent regulations;
- B. The locus of the receiving district contains at least five (5) acres in an RA, RB, RC, AGA or AGB zone and ten (10) acres if an AGAA or RAA zone; and two (2) acres in a Business or LIA zone.
- C. The owner or owners of the donor [lot](#)(s) record at the Registry of Deeds a covenant running in favor of the Town of Falmouth, prohibiting the construction or placement of any [structure](#) on said donor [lot](#)(s).
- D. Town-owned land, approved for this purpose by a two-thirds (2/3) vote of Town Meeting shall be available as a donor or receiving district.

Section 240-175. Donor districts.

Donor districts shall consist of:

- A. [Amended AFTM 11-18-1996, Art. 16, approved 4-30-1997] Any existing building [lot](#) shown on a plan [recorded](#) at the Registry of Deeds, or any contiguous parcel of land of at least five (5) acres which qualifies for or is currently assessed by the Town of Falmouth or the Commonwealth of Massachusetts under the provisions of MGL C. 61A;
or

B. All land within Water Resource Protection Districts as established by Section 240-72.1D of the Zoning Bylaw and all land within Coastal [Pond](#) Overlay Districts as established by Section 240-133B of the Zoning Bylaw. [Amended STM 10-14-1987, Art. 50; AFTM 11-6-1995, Art. 3, approved 12-26-1995]

Section 240-176. Receiving districts.

A. Receiving districts shall consist of all land currently zoned B3, B2, LIA, RC, RB, AGB, RA, AGA, RAA, and AGAA, except that receiving districts shall not be considered to include any land within a mapped Water Resource Protection District as defined, any Land within a mapped water recharge area as referred to in Section 240-113B of this chapter, or any land referred to in Section 240-175 of this chapter. [Amended STM 10-14-1987, Art. 50]

B. Receiving districts shall be eligible to "accept" donor lots according to the schedule of Section 240-177, provided that the locus of the receiving district is the subject of a subdivision plan requiring Planning [Board](#) approval under the requirements of MGL C. 41 and a special permit under the requirements of Article XXV of this chapter, except that Section 240-124 shall not apply to plans filed under this Article. No **transfer of development rights** shall be approved by the Planning [Board](#) into a receiving district locus not requiring subdivision approval.

C. In transferring development rights into a receiving district, the Planning [Board](#) may allow the minimum frontage, width and area standards of the total subdivision, including transferable [lot](#) rights to be reduced according to the criteria specified in Section 240-123.

Section 240-177. Credits.

A. Lots within donor districts shall be eligible to **transfer their development rights** to receiving districts only in compliance with the following schedule:

Development Rights Credits

Donor Districts	Receiving Districts	Assignable Credit
RC	RB, AGB	1.4
RC	RA, AGA	1.3
RC	RAA, AGAA	1.2
RB, AGB	RB, AGB	1.3
RB, AGB	RA, AGA	1.3
RB, AGB	RAA, AGAA	1.2
RA, AGA	RA, AGA	1.3
RA, AGA	RAA, AGAA	1.2
RAA, AGAA	RAA, AGAA	1.2

Note: Fraction of lots shall not be counted.

Note: Fraction of lots shall not be counted.

Example: Ten (10) lots within an RC donor district are transferred under this chapter to an RB parcel within a receiving district. The RB parcel has suitable acreage under the provisions of Article XXV of this chapter for twenty (20) lots. However, the transfer of ten (10) lots in the RC District to the RB District entitles the RB land owner to a four-lot bonus $[10 \text{ (RC)} \times 1.4 \text{ (assignable credit, Section 240-177)} = 14]$. Thus, the total number of lots possible in the RB receiving district under this section is thirty-four (34):

10 x 1.4 = 14 from RC donor district

+ 20 from RB District

34 total potential lots

B. Business or industrial zoned land may act as a receiving district where the total number of attached dwellings will be equal to the number allowed by Section 240-177 and the number of units permitted by zoning in the donor district. [Added STM 10-14-1987, Art. 50]

Section 240-178. Special permit granting authority.

The special permit granting authority for a **transfer of development rights** special permit shall be the Planning [Board](#). The provisions of MGL C. 40A, Sections 9 and 11 and Article XXXXII of this chapter shall apply to all special permits issued under this Article.

Falmouth Wildlife Corridor Overlay District By-Law

ARTICLE XX Wildlife Corridor

[Added ATM 4-5-1988, Art. 43]

Section 240-91. Purpose.

Given that an enumerated purpose of zoning is the conservation of natural resources and that wildlife is a valued natural resource in Falmouth and finding that the Commonwealth of Massachusetts has established the importance of protecting wildlife through numerous laws, and finding that Falmouth has a significant stock of wildlife which moves through a large, defined area of town, and further finding that development under zoning can be designed to coexist with the wildlife and important habitat areas, the purpose of this Article is to establish and protect permanent and contiguous corridors and special areas for the feeding, breeding and normal home range movement of wildlife through the defined habitat areas.

Section 240-92. Applicability.

All uses of land within the Wildlife Overlay District as shown on the Official Zoning Map shall be subject to the requirements of these sections. This includes:

- A. All subdivisions and divisions of land;
- B. All special permits;
- C. All site plan reviews;
- D. As-of-right construction if it involves an area of disturbance greater than one-fourth (1/4) acre or movement of material equaling more than two thousand (2,000) cubic yards.

Section 240-93. Procedure.

- A. Upon submittal to the normal reviewing agency of plans for development, all plans subject to this section shall be referred to the Natural Resources Department.
- B. Within thirty-five (35) days of such referral, the Natural Resources Department shall file a recommendation with the reviewing agency. This time may be extended at the request of the [applicant](#). These recommendations shall be considered prior to the final decision of the agency, and all restrictions to the property added by the reviewing agency as a result shall be shown on the final approved plan. [Amended AFTM 11-17-1992, Art. 6, approved 2-3-1993]

C. All areas on the plan set aside for protection of wildlife habitat shall be permanently conveyed in accordance with Section 240-130, Ownership of open spaces, or shall be subject to a permanent conservation easement, and/or restriction.

D. [Added AFTM 11-18-1996, Art. 4, approved 4-30-1997] No easement or restriction imposed by this section shall:

(1) Permit public access on private property.

(2) Be used to control density of development.

(3) Cause any loss of [lot](#) coverage. [Lot](#) coverage shall be computed on the total area of the property

E. The Planning [Board](#) may waive subdivision rules pertaining to maximum dead-end road length, road width, curb-cuts and similar provisions to the extent necessary to permit the full [use](#) of any property. [Added AFTM 11-18-1996, Art. 4, approved 4-30-1997]

Section 240-94. Standards.

A. For those sites within Area 1, Deer Migration Areas, the following standards shall apply:

(1) Subdivisions which total more than five (5) acres in the AGA, AGB, RA, PU and RB Zones and more than twenty (20) acres in the AGAA and RAA Zones shall submit to the Planning [Board](#) a preliminary cluster subdivision plan. The Planning [Board](#) shall encourage the submittal of a cluster-type definitive subdivision in accordance with Article XXV of this chapter if it facilitates the purpose of this Article. [Amended AFTM 11-17-1992, Art. 6, approved 2-3-1992]

(2) [Amended AFTM 11-17-1992, Art. 6, approved 2-3-1992; AFTM 11-18-1996, Art. 4, approved 4-30-1997] The [applicant](#) shall prepare a corridor plan. The proposed corridor shall be contiguous with any existing or potential corridors on abutting parcels.

(a) The applicants proposed corridor shall be subject to the approval of the reviewing agency under criteria A(2)(a)[1] and A(2)(a)[2] listed below. If more than one corridor is proposed the reviewing agency may allow the [applicant](#) to choose either or both proposed corridors.

[1] Actual [use](#) for: migration, browsing or bedding by white tailed deer; shelter or bedding by fox, coyote or other large or medium size mammals which typically do not thrive in proximity to human habitation; nesting by quail, grouse, pheasants or other ground nesting birds, which typically do not thrive in proximity to human habitation; egg deposition and/or migration of reptiles and amphibians.

[2] The presence of any rare/threatened or endangered species as listed by the U.S. or Massachusetts Division of Fish and Wildlife.

(b) On any parcel on which there is inconclusive evidence of wildlife [use](#), a corridor shall be established that is no wider than necessary to permit migration of white tailed deer, to maintain contiguity of such corridors within the overlay district. No corridor under this section shall exceed 300 feet in width. Within this constraint, no corridor shall be greater in area than is equivalent to the actual area of observed wildlife [use](#) of the parcel divided by the total area of the parcel.

(c) Any covenant or restriction under this section shall be coordinated with any restriction of record by the State Wetlands Act, Town Wetlands bylaw, State Natural Heritage Program or similar laws.

(3) Fencing or any structural barrier to wildlife movement within corridors shall be prohibited.

(4) The [applicant](#) shall ensure drainage from roadways be diverted away from depressed areas that may be used as shelter for wildlife.

(5) Natural, indigenous vegetation shall be encouraged or enhanced by the project. Disturbed areas shall be revegetated as rapidly as possible or within a time required by the reviewing agency.

(6) Dramatic changes in topography shall be discouraged and the footprint of disturbed areas shall be limited.

(7) Speed limits shall be posted on all roads in the development to lessen the probability of wildlife vs. vehicle accidents. [Amended AFTM 11-17-1992, Art. 6, approved 2-3-1993]

(8) Natural indigenous vegetation shall be reestablished and maintained or enhanced by the project. Areas disturbed during construction shall be revegetated as rapidly as possible after construction is completed or within such further time as

permitted by the reviewing agency. [Added AFTM 11-18-1996, Art. 4, approved 4-30-1997[2]]

Section 240-95. Annual review.

[Annual](#) reports from the Natural Resources Department shall be filed with the reviewing agency and the owner or owners of the subject property. These reports shall reevaluate the corridors and open space and make recommendations for any adjustments in vegetative plantings.

Section 240-96. Reduction in lot size.

[Amended AFTM 11-17-1992, Art. 6, approved 2-3-1993]

Subdivisions of land as specified in Section 240-94 may vary [lot](#) size by special permit from the Planning [Board](#) from that required by the applicable zoning district by up to twenty-five percent (25%) less than that required by Section 240-67A, dimensional requirements, so long as the total number of lots is no more than the zoning district would allow under a conventional grid subdivision, and upon a finding by the Planning [Board](#) that this special permit is necessary to effect the purpose of this Article.

APPENDIX III – TOWN DOCUMENTS

EDIC -- May 19, 2004 Meeting

Present: Joan Honig, Glen Weisbrod, Bob Snider, Ray Weaving, Mort Shuman,
Staff in attendance: Sam Swisher, Donna Jacobs
Guests: John Steacie, R. O'Neil,

Quorum attained at 7:50 P.M.

Discussion, EO 418 Economic Development Plan

EDIC members reviewed the October 20, 2003 Economic Development Forum Results and compared them to the FY 2005 Community Development Plan approved by Town Meeting. Members agreed on the following amended Economic Development Goal Statement to be presented at the Community Development Plan Wrap-up meeting on June 9th.

Economic Development Goal Statement, revised by EDIC on 5/19/04.

Establish Downtown Framingham as a center of business and cultural activity that is functionally vibrant and active, and perceived to be an attractive destination visited by residents throughout Framingham and surrounding communities

Framingham seeks to revitalize and redevelop its village and commercial areas to create more vibrant, aesthetically pleasing focal points that combine business, housing and cultural venues.

Priority for redevelopment will be given to locations where increased density can be supported by adequate infrastructure.

The EDIC's objectives for attaining the above-described vision include, but are not limited to, the following:

- *Develop vacant and underutilized properties to enhance the areas as a place to live, do business and increase tax revenue;*
- *Create more income and jobs for local businesses and employees;*
- *Support small businesses by identifying resources to further their development;*
- *Encourage development under the mixed-use development zoning by-law and the guidelines of the Commonwealth Capital program; and*
- *Cooperate with existing groups such as the Chamber of Commerce, START Framingham Partnership and Downtown Solutions.*

EDIC Priorities for Town-wide Economic Development

Hollis Court

Tax Taking on Irving Street

Saxonville mill

Framingham Tech Park - redevelopment

9/90, vacant land
Mt. Wayte Franklin St area
Blandin Ave

The EDIC will perform the following roles in the coming year:

- Provide a forum for discussion of town-wide economic development issues and the formulation of goals, objectives, and action plans ;
- Designate economic development areas;
- Undertake continued economic development project planning;
- Seek grants, loans, or advances from public and private sources;
- Assist in the management of projects; and
- Collaborate with other economic development entities throughout the Town and region.

Reports:

FDR Meeting in April

Discussion on renovation of the Danforth Museum building

Groups

1. Slide show – still need the new pictures and to develop the script.
2. Promotional map
3. Judy Reigelhaupt - surveys

Carlisle – Joan, Glen and Kathy to meet with Carlisle Foundation director tomorrow

EDIC – Receipt of grant funds. Does the EDIC need a taxpayer identification
Bob Snider to research what is needed to receive the funds.

Sam Swisher reported on the Micro-enterprise, Sign and Façade

Membership:

Mort – not seeking re-appointment

Celebratory dinner – schedule for June 16, 2004

Need underpass materials

Lloyd Kaye – Joan unaware of Lloyd's position on continuing as a member of the EDIC

Members were encouraged to attend the EO418 Wrap-Up Meeting on June 9th.

The meeting adjourned at 9:35 P.M.

Town of Framingham Housing Plan

Housing Policy Goals & Implementation Strategies & Actions

- I. The Town shall actively advocate and support the development and maintenance of a diverse housing stock throughout Framingham to ensure that quality housing is available to households and individuals at all economic and social levels.
 - A. Preserve existing housing stock diversity
 - B. JCHE 40B
 - C. Affordable housing bylaw adopted
 - D. Accessory apartments
 - E. Multi-family housing
 - F. Congregate housing
- II. The Town shall actively advocate and support the development of a variety of housing options for special needs populations, including homeless persons, and the elimination of barriers to such housing.
 - A. State program
 - B. Very low income
 - C. Units adopted to HP
 - D. Encourage SPG to require HP units
- III. The Town shall actively promote the elimination of substandard, overcrowded, or other undesirable living conditions.
 - A. Housing rehab program
 - B. Accessory apartments
 - C. Amnesty program for illegal apartments in Framingham
- IV. The Town shall actively promote and encourage creative, suitable options for the provisions of housing for elderly individuals.
 - A. Congregate housing
 - B. Lobby
 - C. Full care retirement community
 - D. Assisted living
- V. The Town shall support the preservation and improvement of existing public and privately owned affordable housing.
 - A. LDS reports
 - B. Housing PowerPoint
- VI. The Town shall encourage the adoption of zoning, regulatory, permitting and other procedures that promote appropriate residential development.
 - A. Rewrite cluster to allow common wall construction
 - B. Hammerhead lots
 - C. Accessory apartments

- D. Mixed use in other areas
 - 1. Roxbury Carpet
 - 2. Fountain Street
 - 3. Grant Street
- E. Increase production
- F. Survey public institutions (including state)
- G. Identify CRA and other funds
- H. Seed money for participating in an RFP to construct housing with the right developer.

Components of an Implementation Strategy

Framingham has many options available to carry out a responsible housing program. The proposed implementation strategy incorporates the following tools.

1. Through a special act of the legislature, establish a publicly chartered corporation that can partner with local government to develop, build and manage housing that is not produced through ordinary market means.

In addition, municipalities should not be in the business of real estate development. By using the home rule petition process, Framingham could craft an organization to work in conjunction with the town but without many of the constraints placed on units of local government. The legislation could also permit Framingham to grant rights of first refusal for certain open space directly to the organization, which then may carry out open space preservation and affordable housing developments on the town's behalf.

2. Through the same special act of the legislature, establish a special revenue fund for housing production. The fund should serve as a single account for managing all sources of housing finance available to the town, such as fees paid by developers in lieu of building affordable units in a new subdivision, Community Reinvestment Act (CRA) revenue earmarked for housing, grants, revenue from the sale of municipal property for affordable housing development, and revenue from the sale of properties obtained by tax title foreclosure.
3. Amend the Zoning Bylaw to provide for accessory apartments as of right in single-family homes or accessory structures over 10 years old, subject to an affordable housing deed restriction as a condition for issuing a certificate of occupancy. “
4. Amend the Zoning Bylaw to provide for single-family to multi-unit conversions, subject to a site plan and design review by the Planning Board and an affordable housing deed restriction for at least one unit.
5. Amend the Zoning Bylaw to establish village overlay districts with smaller lot sizes to allow infill development that includes housing for low-, moderate- and middle income households, elderly housing and housing for persons with disabilities.

6. Amend the Zoning Bylaw to require open space cluster design and low- or moderate-income affordable housing units for all divisions of land into 5 or more lots or developments of 5 or more units. The bylaw should apply to all Residential Districts and the PUD Overlay District.
7. Commit to trying again to pass the Community Preservation Act and to commit a minimum percentage of each year's CPA revenue to low- or moderate-income affordable housing, e.g., 25%, in order to fund a Local Housing Program. To maximize the program's impact, the town should consider supplementing CPA revenue with Federal Home Loan Bank (FHLB) funds in order to acquire, restrict and sell existing lower-cost homes in Framingham.
8. Develop a Comprehensive Permit Policy.
9. Submit a Housing Plan to DHCD for approval.
 - (a) Complete Housing Certification for the past calendar year.
10. Modify existing zoning regulations to allow accessory apartments in single-family homes or accessory structures over 10 years old, as follows:
 - (a) Allow accessory apartments as of right, subject to an affordable housing use restriction as a condition for issuing a certificate of occupancy. The Housing Partnership should make a model use restriction available to interested property owners and assure that the restriction meets Local Initiative Program (LIP) requirements.
 - (b) Allow accessory apartments by special permit from the Planning Board in order to waive the affordable housing use restriction.
 - (c) Accessory apartments meet a number of housing needs. Their importance should not be minimized simply because they are small housing units, developed incrementally at the discretion of homeowners. Framingham needs housing diversity as much as it needs affordability.
 - (d) Amend the Zoning Bylaw to allow for an amnesty program for illegal apartments.
11. Modify existing zoning regulations to facilitate single-family to multi-unit conversions for large residences built prior to 1950, as follows:
 - (a) Allow up to three units by right, subject to a site plan and design review by the Planning Board and an affordable housing use restriction for at least one unit.
 - (b) Allow up to four units by special permit from the Planning Board, including site plan and design review, subject to an affordable housing use restriction for at least one unit.
12. Amend the Zoning Bylaw to encourage mixed-use development through overlay districts or by Transfer of Development Rights (TDR). In designated zones:
 - (a) Encourage structures that include a mix of residential units and commercial space.
 - (b) Allow freestanding multi-family and over-55 development. The regulations should specify a minimum percentage of affordable units, and for multi-family

- developments of 15 units or more, the bylaw should specify a minimum percentage of units accessible to persons with disabilities.
- (c) Allow hammerhead (reduced frontage) lots provided affordable dwelling units are required for an increase in lot size and reduced frontage, and add a new use, “infill residential uses,” as the allowable use on hammerhead lots.
13. Replace existing regulations for Cluster Development with a mandatory open space-residential development bylaw that applies to all divisions of land into 5 or more lots or developments of 5 or more units, and provide a modest density incentive to preserve exemplary open space or create a higher percentage of affordable housing units than required under the town’s new Affordable Zoning Bylaw.
 14. Modify the Affordable Housing Zoning Bylaw to provide for a percentage of homes affordable to “below-market” households, e.g., households with incomes between 81-10% of area median income. These households are not served by any of the prevailing housing subsidy programs and since their incomes exceed the standard used for Chapter 40B eligibility, only a handful of communities include them in a local definition of “affordable housing.” Framingham’s housing needs are not limited to homes for low- and moderate-income people.
 15. Petition the General Court to create a Local Housing Trust Fund. The fund should allow local officials to pool their housing resources and allocate them to public or non-profit organizations without having to follow the real property procurement procedures of Chapter 30B.
 16. Supplement the capacity of Framingham EDIC with a local development corporation created by petition to the General Court.
 17. Once CPA is passed, commit a minimum percentage of each year’s CPA revenue to affordable housing, e.g., 25%, in order to fund a Local Housing Program.
 18. Integrate affordable housing into the town’s next Open Space and Recreation Plan by identifying lands of conservation interest that would be suitable candidates for a mixed income limited development project if the sites were acquired as open space.
 19. Designate an individual officer of the town to negotiate with comprehensive permit applicants.
 20. Submit a Planned Production Strategy to DHCD for approval under 760 CMR 31.07(d).
 21. Encourage SPGA to require dwelling unit for persons with disabilities.
 22. Amend the Zoning Bylaw to allow common wall construction up to four dwelling units per residential building.

23. Encourage an increased production of affordable housing.
24. Survey public institutions, including state institutions, to provide appropriate residential development.
25. Identify additional sources of funds, such as CRA, for affordable housing.

APPENDIX IV: HOUSING STRATEGY INFORMATION

COMPREHENSIVE MATRIX OF HOUSING STRATEGIES

Use column 3 to indicate whether strategy is appropriate for your community. Use columns 4 & 5 to identify map locations & to set priorities

Strategy	Description / Rationale	Fits Town	Map #	Priority Level
<u>Leadership, Organizational, Planning, & Administrative Resources</u>				
<ul style="list-style-type: none"> Establish a strong public commitment to housing 	Get strong & visible support from elected leaders			
<ul style="list-style-type: none"> Form a housing committee or housing partnership 	Ideally, impetus should come from interested citizens, with active support of chief elected officials. Committee should be appointed & endorsed by these officials & its mission agreed upon. Staff should be assigned.			
<ul style="list-style-type: none"> Make existing housing committees more effective 	Add members with greater expertise or contacts with key constituencies; provide more official government support; increase publicity. Membership might include lenders, clergy, developers, real estate professionals, business leaders.			
<ul style="list-style-type: none"> Hire a housing professional or designate a staff person responsible for housing 	Staff would assist & guide housing committee, act as liaison to other planning functions, coordinate & lead housing efforts, & enable community to be proactively promote housing			
<ul style="list-style-type: none"> Build coalitions with other groups & partners 	Examples might include chambers & business associations, churches & synagogues, social service & human service providers, & advocates			
<ul style="list-style-type: none"> Develop a proactive housing policy 	Policy establishes commitment & guides action. Should be integrated with other local policies & should inform zoning goals & provisions			
<ul style="list-style-type: none"> Form a housing development non-profit or work with an existing non-profit with skills in housing development, rehabilitation, & financing 	A non-profit would provide access to additional funding sources & provide development expertise			
<ul style="list-style-type: none"> Form a Community Land 	A CLT is a member-controlled non-profit			

Trust (CLT)	that acquires & holds land but sells or rents housing on it to local residents. Reduces cost of housing by removing land costs from housing equation; limits increases in future housing costs. Main advantage: ensures permanent affordability			
<u>Public Information & Outreach</u>				
<ul style="list-style-type: none"> Undertake a public education campaign 	Educate people about what's "affordable," how housing affects local citizens & the region's economy, ability to attract & retain workers			
<u>Financial Resources</u>				
<ul style="list-style-type: none"> Join a consortium to receive an annual allocation of federal HOME funds 	Enables community to have greater control over housing development, more affordable housing resources, & predictable funding to plan. Must be contiguous to consortium member community			
<ul style="list-style-type: none"> Adopt the Community Preservation Act (CPA) 	Provides more locally controlled resources & more partners with resources & expertise; helps community balance housing, open space, historic preservation, & other priorities			
<ul style="list-style-type: none"> Appropriate local funding 	Especially helpful as seed money & to fill gaps			
<ul style="list-style-type: none"> Set up a housing trust fund 	Sources may include inclusionary zoning in-lieu payments, private donations from individuals & businesses, foundation support			
<u>Zoning & Subdivision Laws</u>				
<ul style="list-style-type: none"> Include explicit housing goals 	Goals set the stage for specific provisions			
<ul style="list-style-type: none"> Mixed use zoning, including housing above stores 	Smart Growth			
<ul style="list-style-type: none"> Inclusionary or incentive zoning to require or encourage inclusion of affordable units in new market-rate residential developments 	Promotes community control; scattered, low impact means of achieving & maintaining 10%. Can also provide financial resources for housing or off-site affordable units.			
<ul style="list-style-type: none"> Linkage 	Similar to inclusionary zoning but applies to commercial & industrial development & produces \$ contribution to affordable housing as mitigation. Works best where high commercial tax base. Increases financial resources for housing.			

• Additional density in some residential districts	Promotes greater affordability.			
• Additional density via “adaptive reuse,” allowing smaller units within larger residential structures or converting non-residential structures to residential uses	Makes more efficient use of existing buildings; promotes greater affordability & smart growth			
• Adaptive reuse of accessory structures	Allow conversion of barns, carriage houses, & garages to one or more affordable units			
• Encourage residential uses in underutilized industrial or commercial areas	Encourage more affordable housing			
• Cluster zoning	Promotes a balance of housing & open space; allows more efficient use of site & better protection of critical natural resources			
• Reduce parking requirements, especially for senior housing, housing near transit, & mixed used housing where shared parking possible	Facilitates development of housing and greater affordability			
• Accessory apartments, accompanied by an “amnesty program” for existing units & affordability provisions	Makes more efficient use of existing buildings; promotes affordability. Helps tenant & owner: owner gets added income, potential upkeep assistance. Can be structured with incentives for affordability. Amnesty could also apply to undeclared duplex & multi-family.			
• Infill development	Encourage development of lots in areas where development & infrastructure already exist			
• Overlay districts	A special district, superimposed over regular zoning districts, designed to encourage more flexible planning or accomplish a special purpose such as resource protection or “smart growth”			
• Simplify, streamline regulations & procedures	Can aid production generally or be used as incentive for affordable housing. Incentives could include reduced fees.			
• Revise subdivision laws to make housing less expensive	Adjust dimensional requirements & other design practices where appropriate to reduce unnecessary cost.			

<u>Property Resources - Preservation</u>				
<ul style="list-style-type: none"> Take steps to retain expiring use properties as affordable housing 	Some privately owned affordable housing is subject to use restrictions that expire, freeing owners from affordability requirements. Communities should research property status & pursue retention strategies.			
<ul style="list-style-type: none"> Enact the “residential exemption” to offer tax incentive for owner occupancy 	At local option, communities may exempt a % of average assessed value of residential parcels from owner-occupants’ bills. Intent is to promote owner occupancy, providing proportionately greater benefit to lower valued homes. Is a disincentive to absentee ownership.			
<ul style="list-style-type: none"> Offer rehab loans &/or grants with funds from state CDBG, HOME consortium, or other sources 	Maintains & improves existing property			
<ul style="list-style-type: none"> Solicit donated or reduced-price property 	May have tax or other benefits for existing owners			
<u>Property Resources - Production</u>				
<ul style="list-style-type: none"> Identify vacant & underutilized properties 				
<ul style="list-style-type: none"> Identify surplus municipal property & develop a reuse plan, including a property inventory, priority list, & implementation steps 	Balance community needs for housing, open space, other priorities; prepares for timely implementation actions. Use of public property for housing dramatically lowers acquisition & land costs			
<ul style="list-style-type: none"> Identify other potentially available public or institutional property 	State, federal, county, MBTA, colleges & universities, religious organizations			
<ul style="list-style-type: none"> Develop a system to track & pursue tax title property 	Encourages property maintenance & improvement, affordable housing opportunities			
<ul style="list-style-type: none"> Local Initiative Program (LIP) 	Local control of progress toward 10%. Could be used with accessory apartments, housing above stores, infill, other housing development alternatives so units count toward 10%. Units must meet affordability requirements & be deed-restricted; residents must be income eligible.			
<ul style="list-style-type: none"> Develop a Planned Production Program 	Local control of progress toward 10%			

Infrastructure Resources				
<ul style="list-style-type: none"> Target sewer or water capacity to promote housing goals 	Communities with limited additional sewer or water capacity can use it as an incentive for housing, affordability, or locational preferences such as “smart growth”			
Regional Strategies				
<ul style="list-style-type: none"> HOME Consortium 	There are four regional HOME Consortia serving MAPC communities. They provide direct access to federal HOME funds, which can be used for first-time homebuyer programs, rental rehab, and acquisition and redevelopment. Communities may join if they abut a member community & if existing members choose to expand.			
<ul style="list-style-type: none"> Regional Coalitions 	Regional coalitions advocate for housing, undertake public information/education campaigns, & serve other purposes. The MetroWest Affordable Housing Coalition, formed by clergy, legislators, & others, has over 50 members from 25 community & faith-based organizations, local businesses, etc. They have been raising awareness & stimulating public dialogue about the lack of affordable housing communities & encouraging solutions.			
<ul style="list-style-type: none"> Sharing staff or expertise 	It often makes sense for communities to share resources if they have small staffs or tasks are specialized or intermittent. Models include circuit-riding planners, shared staff, or shared consultants.			
<ul style="list-style-type: none"> Cross-border site planning 	Development plans can often benefit from interlocal cooperation & agreements to share costs & benefits. Examples include the Metropolitan State Hospital site (Waltham, Belmont, & Lexington) & the Weymouth Naval Air Station (Weymouth, Rockland, Abington).			
<ul style="list-style-type: none"> Regional cooperation among non-profits or housing authorities 	Purpose: to eliminate redundancies or fill service delivery gaps. Some local housing authorities provide services to neighboring communities. Example: Hudson Housing Authority provides rental assistance, LIP program resales, & lotteries services to Stow on fee basis. Housing authorities also			

	informally share, equipment, computer technical assistance, etc. Statewide legal & supportive services are available centrally to housing authorities.			
<ul style="list-style-type: none"> Regional non-profits, housing partnerships, land trusts, & housing trust funds 	Community Land Trust of Cape Ann (CLTCA) is a private non-profit to create affordable housing & provide stewardship of land. It retains title to the land, thus keeping the housing permanently affordable. CLTCA has purchased several buildings, rehabbed them, & sold or rented units at affordable prices. There is also a North Shore Housing Trust Fund.			
<ul style="list-style-type: none"> Regional funding campaign 	Could tap private donations, businesses & business associations, private foundations, religious organizations, etc. for specific clientele or development or for regional trust fund.			
<ul style="list-style-type: none"> Housing services consortiums 	Some housing support services are provided regionally through regional non-profits, CAP agencies, etc.			
<ul style="list-style-type: none"> Potential opportunities under 40B proposed legislation 	Option 1 is project-specific; contiguous communities could collaborate to share infrastructure costs associated with housing growth & benefits of housing growth, as reflected in attainment of housing goals. Option 2 is a broader opportunity for contiguous communities to plan proactively & collaborate in addressing regional housing needs. It creates a pilot program for up to 3 housing regions.			

HOUSING STRATEGIES: GETTING STARTED

This section outlines a series of strategies along with some information on how to begin to implement them. You are urged to review these with appropriate committees or boards, establish short-term and long-term priorities, and set up a schedule with milestones for completion of tasks.

Planning & Organizational Resources

- **Develop Leadership and Organizational Capacity**

In order to actively guide housing, it is important to establish a strong voice for housing and an organizational framework to pursue plans. The most important first steps are for local leaders to

- make a strong public commitment to housing; and
- establish a housing partnership or housing committee.

The committee should generally be appointed by the Mayor or Board of Selectmen and should include representatives of housing- and planning-related town boards and relevant agencies (planning board, housing authority); representatives of affected groups (e.g., Council on Aging); and local citizens with interest or expertise in housing (developers, lenders, business leaders, clergy). The committee's role could include recommending policy, planning, guiding action, engaging the public, and reporting regularly to the Mayor or Selectmen.

Communities that already have a Housing Partnership may wish to take steps to enhance its effectiveness and “grow” the constituency for housing. The Housing Partnership, for example, might review its role and procedures to identify ways it might be more effective. Questions to ask include: Does it report regularly to the leadership? Does it have an action plan with a timetable and milestones? Does it get adequate publicity for its successes?

Similarly, officials could look for opportunities to promote housing through public events, contacts with the print media and cable television, or displays in public places. They might also review procedures to ensure that relevant departments interact with each other regularly on housing issues, coordinate and cooperate, and give a consistent message.

- **Designate a staff person responsible for housing**

Each community needs a plan to meet its housing needs and a person charged with implementation. Staff support would serve as staff to the housing committee and as liaison to other planning functions, lead the community's housing efforts, and enable it to be more proactive in promoting housing.

- **Form a housing development non-profit**

Much of the affordable housing preserved, rehabilitated, or created in recent years has been done by non-profit developers. They provide expertise in development and financing, have access to a range of funding sources, and provide an added proactive voice for housing. Most non-profits are created independently and are not officially connected with town government. The Housing Corporation of Arlington, WATCH in Waltham, Caritas Communities, Inc., and Habitat for Humanity are varieties of independent non-profits. Some non-profits are created in conjunction with town government and use town staff; the Brookline Improvement Coalition is an example. Some non-profits are subsidiaries of local housing authorities, enabling them to access added funding, operate with fewer restrictions, and broaden their scope to include homeownership and mixed-income or mixed-use projects. Wayland, Manchester, and Needham have used this model.

An alternative would be to partner with an existing non-profit with skills in housing development, rehabilitation, and financing. Massachusetts has an extensive network of nonprofits and many of them can operate outside their “home” base. Community Builders, for example, the largest urban housing developer in the country, operates nationally; on a smaller scale, groups like the Women’s Institute for Housing and Economic Development, Caritas Communities, Inc., and Habitat for Humanity can also develop or rehabilitate housing in many communities. Every community is also served by a regional non-profit; which provides a variety of housing-related services.

For more information, see <http://corp.sec.state.ma.us> and www.mhp.net. For information on regional non-profits, contact the Massachusetts Nonprofit Housing Association.

- **Form a Community Land Trust (CLT)**

A CLT is a member-controlled non-profit that acquires and holds land but sells or rents the housing on it to residents. Founded on the principle that land is a common heritage and not a commodity, the CLT holds title to the land in trust for the community. This technique keeps housing permanently affordable by removing the cost of land from the housing equation and limits the increases in future housing costs. The lease of the land to the homeowner is the legal instrument that allows the trust to control the resale price. Some Community Land Trusts serve multiple purposes, combining affordable housing with open space preservation.

One successful example in the MAPC region is the Community Land Trust of Cape Ann, which has been developing affordable housing since 1990. It has four completed projects, one in progress, and one on the drawing boards. The complexity of the projects has increased with their learning curve. The housing they have produced is very affordable, is addressing the needs of local workers, and is contributing to community revitalization efforts.

For more information about CLTs in general, contact the Institute for Community Economics (ICE) at www.iceclt.org. For information about the Community Land Trust of Cape Ann, visit www.cltca.org.

Public Information & Outreach

- **Undertake a public education campaign**

Many people have misperceptions about what “affordable housing” is, who lives in it, and who cannot afford market-rate housing in the current market. Local governments or citizen groups can undertake a public outreach campaign to educate people about what’s “affordable” and about how housing affects local citizens and the region’s economy.

Many of the materials in your Community Development Plan, including the full set of Powerpoint slides presented at the Housing Forum, are a good start. The local press could publish these materials and supplement them with additional information and human-interest stories of affected citizens. Organizers could also contact local cable for assistance.

Financial Resources

- **Join a consortium to gain access to federal HOME funds**

Many communities that do not have direct access to federal housing funds gain access by joining a consortium with abutting communities. Federal money allows communities to have greater control over housing development and more resources to create and maintain affordable housing. HOME funds can be used for rental housing production or rehabilitation, first-time homebuyer assistance, tenant-based rental assistance, and rehabilitation assistance for homeowners. Funds are relatively flexible; and the predictability of funding allows communities to plan ahead.

As an alternative, communities can apply directly to the state for HOME funds on a competitive basis for rental housing production and rehabilitation programs, first-time homebuyer assistance, and rehabilitation assistance for homeowners.

- **Adopt the Community Preservation Act (CPA)**

To date, 65 Massachusetts communities have adopted CPA, raising over \$55 million. Of this, 42% has been used for housing and has produced at least 260 housing units. Adoption of CPA would provide more locally controlled resources and more partners with resources and expertise. It helps communities balance housing, open space, and other priorities.

For information on local campaigns to adopt CPA and success stories about how funds have been used, visit www.communitypreservation.org and www.tpl.org.

- **Set up a Housing Trust Fund**

This can be done in conjunction with inclusionary or incentive zoning; funds could be generated by allowing developers to pay into a fund instead of creating on-site units. Over time, there may be other sources of funds as well. Funds could be used to write down the interest on rehab loans, provide gap financing for property acquisition, write down mortgage interest, provide downpayment or closing-cost assistance to first-time homebuyers, or for other purposes. Funds generated locally have more flexibility than state or federal funds with specific program requirements

Zoning

- **Allow mixed-use zoning, including housing above stores, as an overlay or as a new zoning district**

Allowing a mix of residential, commercial, and other uses where there is infrastructure to support it is a prime example of “smart growth.” If your community already allows mixed use in some areas, consider extending the concept to other commercial areas or transit-accessible areas. The Lincoln Institute recently published an excellent working paper with examples of how this concept has been used in various types of settings in metro Boston. See James C. O’Connell, *Ahead or Behind the Curve?: Compact Mixed-Use Development in Suburban Boston*, available at www.lincolninst.edu.

Many communities use “overlay” districts to promote mixed use with or without special affordable housing provisions or to accomplish specific purposes such as resource protection or transit-oriented development. An overlay is a district that is superimposed on existing or underlying zoning to add more restrictions, allow more uses or greater flexibility, or add incentives such as density bonuses. Where it is more permissive than the underlying zoning, it is an alternative to the underlying zoning and generally requires a special permit. It is most appropriate where there is a specific goal and the overlay is relatively consistent with the underlying zoning. Where the new concept differs substantially from the old, it may be less confusing to change the underlying zoning rather than go the overlay route.

- **Adopt Inclusionary or Incentive Zoning**

“Inclusionary” zoning requires residential developers to provide for affordable housing. “Incentive” zoning provides that developers seeking special permits may receive some sort of beneficial treatment, such as increased density, in exchange for providing affordable housing. In either case, the law may limit the developer to producing units within the development or it may allow off-site production or in-lieu payment into a housing fund to support a range of housing programs.

Inclusionary/incentive zoning offers a scattered site, low-impact mechanism for communities to control growth and increase affordable housing in proportion to new market-rate housing. It uses an “internal” subsidy, using the proceeds from the market-rate units to support the affordable units. It does not require additional financial support, and it works especially well in strong markets.

Many communities in Massachusetts have adopted this technique, with varying degrees of success. Communities include Arlington, Belmont, Brookline, Cambridge, Lexington, and Newton. There is considerable difference in the models used. The Newton ordinance is among the oldest, is fairly structured, and promotes housing for those earning low incomes. Lexington, on the other hand, has a policy rather than a by-law, with a series of flexible options including a range of affordability levels. With no land zoned for multi-family housing, the Town uses the policy to guide the Planning Board in determining whether to recommend development-enabling zoning changes to Town Meeting.

In designing a local ordinance, it is probably most useful to look at the most recently adopted laws, since they benefit from the experience of others. Belmont and Arlington are among the most recent, and both by-laws are available on their websites: for Belmont, see Section 6.10 of the Zoning By-law at www.town.belmont.ma.us and for Arlington see Section 11.08 at www.town.arlington.ma.us. In its brief existence, Arlington’s law has been very successful. The Town has six units that are completed and occupied, five that are approved but not yet under construction, and about six to ten in the proposal phase.

For an excellent discussion of the issues involved in formulating a good law, see *Inclusionary Zoning: Guidelines for Cities and Towns*,” prepared by Edith M. Netter, Esq., and appearing on the Massachusetts Housing Partnership website, www.mhp.net. Other relevant documents on the same site are *Inclusionary Zoning: Lessons Learned in Massachusetts* and *Zoning for Housing Affordability*. As with many housing strategies, a good starter discussion also appears in CHAPA’s *Taking the Initiative* (see www.chapa.org).

- **Adopt Linkage**

Linkage is similar to inclusionary zoning but applies to commercial and industrial development and requires either a financial contribution to affordable housing or off-site housing produced through new construction or acquisition and rehabilitation. The basis of linkage is the premise that the new non-residential development causes a direct and measurable need for more affordable housing; thus there must be a documented “link” or “nexus” between the non-residential development and the resultant housing impact.

Boston and Cambridge both have long had highly successful linkage programs. Such programs work best in communities where there is substantial new commercial development with sufficient demand to absorb the added costs of linkage. Where

commercial growth is less secure, there may be concern about jeopardizing development revenue by “killing the goose that lays the golden egg.”

If your community wishes to consider linkage, you should first evaluate the strength of the commercial and industrial market to ensure that it can withstand added costs without losing developers to other communities.

- **Increase density in some residential districts**

In the MAPC region, much of the remaining undeveloped residential land is zoned for single-family development, usually at lower densities than existing housing. Often it is farther from town centers, transit, and other services. As a result, future housing is likely to be larger, less diverse, and more expensive than today’s homes. But as baby-boomers age, there will be a need for more smaller-scale, more manageable housing, preferably closer to transit and services.

Many communities are taking steps to allow higher densities in some areas, allowing townhouses, garden apartments, accessory apartments, or more multi-family housing. This is especially appropriate near town centers, near transit, and in “transition” areas between uses.

- **Increase density and housing by means of “adaptive reuse”**

Communities can allow smaller units within larger residential structures or conversion of non-residential structures to residential uses or to a mix of uses, including residential, retail, etc. This technique makes more efficient use of existing buildings, promotes greater affordability and smart growth, and helps revitalize underutilized or distressed properties. Allowing conversion of large residences to smaller units is quite similar to adding accessory apartments (see below). Converting non-residential buildings to housing or to a mix of housing, retail, and perhaps office, is particularly appropriate in communities with considerable older, underutilized property. There are many adaptive reuse “success stories,” such as Woburn’s conversion of the Pilgrim Building to retail with four affordable housing units on two upper floors.

- **Encourage residential uses and phase out industrial uses in some areas**

Residential uses, including more affordable housing, can help revitalize some areas or utilize parcels that are underutilized.

- **Cluster zoning**

Cluster zoning allows more flexible site design than traditional single-family zoning. It allows developers to cluster housing units at greater density in some parts of a site while protecting open space or other natural resources on other parts of the site. Designs respect and work in concert with the natural contours and features of the

land. Cluster development makes more efficient use of a site, promotes a balance of housing and open space, improves site design, and offers better protection of critical natural resources

Clusters alone do not necessarily make housing more affordable, but cluster by-laws and ordinances can be designed to encourage inclusion of affordable housing units through use of a density bonus or other benefits.

- **Reduce parking requirements, especially for senior housing, housing near transit, and mixed used housing where shared parking possible**

Parking requirements often act as impediments to development and drive up costs. Sometimes these requirements are unnecessarily onerous, especially when some residents are less likely to have cars and when different users may need parking at different times of day. Seniors and people living near transit may have lower parking need, while mixed-use development may be an opportunity for shared parking.

Communities should review parking requirements for possible reductions.

- **Encourage accessory apartments or other accessory dwelling units (ADUs), accompanied by an “amnesty program” for existing units and affordability provisions**

An accessory apartment is generally a second, subordinate dwelling unit within a single-family house. Accessory units provide rental opportunities for tenants, added income for owners, and more efficient use of space. For older homeowners, tenants may offer additional benefits by assisting with chores or yard work and providing a sense of security.

Other accessory dwelling units (ADUs) may involve the reuse or adaptation of secondary structures – e.g., barns, garages, or carriage houses – on the same lot but in a separate structure. The same general principle applies to the conversion of large, single-family residences to two or more unit structures. In all these variations, units provide similar benefits.

Many communities allow accessory units in some or all residential zoning districts, sometimes by right and sometimes by special permit, usually with some restrictions on size and appearance, and occasionally with provisions to encourage affordable rents, income eligibility of tenants, and inclusion of units in the state’s Chapter 40B Subsidized Housing Inventory.

There are also illegal accessory units that remain “under the radar.” Some communities have taken steps to legalize these units by enacting “amnesty” provisions to encourage code compliance and more affordable housing.

The examples below show how local communities have used these approaches and how they have designed programs to ensure that units “count” toward Chapter 40B.

Lexington: amnesty and encouragement. Lexington set up an amnesty program as part of a larger program to encourage accessory apartments. According to Lexington’s 1983 by-law, the purpose of accessory units is to:

- increase the number of small dwelling units available for rent in the town,
- increase the range of choice of housing accommodations,
- encourage greater diversity of population with particular attention to young adults and senior citizens, and
- encourage a more economic and energy-efficient use of the town's housing supply while maintaining the appearance and character of the town's single-family neighborhoods.

When Lexington passed the by-law, the amnesty provision allowed a two-year period in which to get a certificate of occupancy for a non-conforming second dwelling unit. In 1988, it provided for a way to legalize a dwelling unit in an accessory structure. According to the building commissioner, by June of 1987 the Town had received and reviewed 265 applications, and 234 were determined to be legal units. The remaining 31 were awaiting either special permits, repairs to bring them into compliance with the State Building Code, or additional research to verify their history. Of the 265 units, only 27 would be considered accessory apartments; the others were classified as two-family houses.

Lexington also has fairly lenient rules regarding existing units and creation of new units. Their requirements, for example, limit the accessory unit to two bedrooms but do not specify the number of people who may live in it. They require only one parking space for the accessory unit and specify that only one parking space have direct access to the street.

How Affordable Accessory Apartments can “Count” on the 40B Subsidized Housing Inventory

To encourage local affordable housing initiatives, the state has designed a Local Initiative Program (LIP) setting forth requirements and standards for units that will qualify as low or moderate income housing on the Subsidized Housing Inventory. Under this program, affordable accessory apartments would be considered “Local Initiative Units” or “LIP Only” units and would need to meet State Sanitary Code requirements, be occupied by a household earning no more than 80 percent of the area median income, and be subject to a Use Restriction of at least 15 years. The latter may be revocable upon sale of the principal residence.

Requirements are detailed in state regulations – 760 CMR 45.00 (especially 45.03). They cover the need for local action, income and asset limits, affordability, use restrictions, reporting, and nondiscrimination in tenant and buyer selection.

Barnstable: affordability. Barnstable has a by-law that links accessory dwelling units to affordability and is designed to ensure that the units “count” toward the 40B Subsidized Housing Inventory. It applies to both new and existing accessory units. New units are limited to single units in single-family homes, while existing units may also include more than one unit in a multi-family structure or in a detached structure such as barn, carriage house, or garage. The original by-law was amended to allow construction of new units attached to existing structures as well as conversion of existing structures. The text of the by-law appears in the Sample By-law Addendum at the end of this section.

The intent of the law is to bring unpermitted units into compliance and to encourage the use of existing dwellings to create additional affordable housing. To comply with state law, Barnstable established a local Chapter 40B program which helps owners of accessory units by waiving certain fees, assisting with the process, and identifying funds for rehabilitation. To qualify for amnesty or to receive a permit for new units, properties must meet several criteria and owners must agree to rent to people with incomes under 80% of median, charge affordable rents, and execute a deed restriction to ensure affordability. Barnstable also uses CDBG money for grants to assist with code compliance and to monitor program compliance (i.e., income verifications and rent restrictions).

In the three years of the program, over 60 units have been approved for inclusion in the 40B Inventory. The program is spurring creation of new units, with the greatest interest in the conversion of detached structures.¹⁷

Scituate: affordability. More recently, Scituate has proposed revisions to its Zoning By-Law to encourage affordable accessory apartments and to ensure that they will “count” on the Chapter 40B Subsidized Housing Inventory consistent with the most recent regulations and guidance from the state’s Department of Housing and Community Development (DHCD). The proposed revisions, drafted by consultant Judi Barrett, appear in the Sample By-law Addendum to this section. They are probably the most up-to-date in terms of consistency with DHCD guidance.

Property Resources - Preservation

- **Take steps to retain expiring use properties as affordable housing**

Affordability in some privately owned, mixed-income developments is governed by use restrictions that allow owners to sell or rent at market rates after a given number of years. There are steps communities can take to extend affordability, beginning by investigating the status of the property and its restrictions and getting technical advice and assistance. The list of expiring use properties and information about maintaining affordability is available at www.chapa.org. Expert guidance is available at CEDAC at (617) 727-5944 or www.cedac.org.

¹⁷ Source: Paulette McAuliffe & Kevin Shea, Town of Barnstable.

Communities with expiring use properties should consider this issue a priority; it is almost always preferable and more cost-effective to preserve existing affordable housing rather than build new affordable housing. It is especially important for these developments, which are often well-maintained properties housing long-time community residents.

- **Establish a housing buydown program**

Some communities still has some relatively low-cost housing, either two- and three-family homes or condominiums. A number of communities have established programs to write down the costs of condo purchases or to buy affordable condos or two- and three-family houses, rehabilitate them as needed, and rent or sell them as permanently affordable housing. Boxborough and Bedford have condo programs of this type: Boxborough is using a town appropriation, and Bedford is using CPA and HOME funds. The condo programs generally involve the purchase of units by income-eligible buyers, with deed restrictions designed to keep the units affordable over time.

Arlington's non-profit has a buydown program for the purchase of two-family homes, retaining the properties and renting units to low-to-moderate-income families at affordable rents. The non-profit has purchased several properties to date, using HOME and other funds plus bank financing.

- **Enact the “residential exemption” to offer a tax incentive for owner occupancy**

At local option, communities may exempt a percentage of the average assessed value of residential parcels from owner-occupants' bills. The intent is to promote owner occupancy, providing proportionately greater benefit to lower valued homes. Is a disincentive to absentee ownership and may promote better property maintenance and repair. This tool is most appropriate in communities with substantial rental stock.

- **Develop a plan for reuse of surplus municipally owned property, including a property inventory, priority list, and implementation steps.**

Use of public property for housing dramatically lowers acquisition and land costs, thus lowering the cost of housing built there. Surplus property provides an opportunity to address a range of local needs. Communities should view this property and their various needs comprehensively and develop a plan to balance the need for housing, open space, and other priorities. With an overall plan, communities can prepare in advance for timely implementation actions.

- **Identify other potentially available public or institutional property as well as privately owned vacant and underutilized properties.**

Types of properties include those owned state, federal, or county governments; authorities and quasi-publics; the MBTA; colleges and universities; and religious organizations.

- **Develop a system to track & pursue tax title property**

Tax title property may offer affordable housing opportunities. The City of Waltham, for example, acquired a tax title property that is being demolished and rebuilt as affordable housing. Communities where such property is likely to exist should develop a system where the assessor, the planner, and other relevant officials share information in the pursuit of affordable housing opportunities.

- **Offer rehab loans &/or grants with funds from state programs, HOME consortia, or other sources**

These programs maintain and improve existing property. For information, contact DHCD at (617) 573-1100 or at www.state.ma.us/dhcd or contact MassHousing at (617) 854-1000. Appendix B of CHAPA's *Taking the Initiative* (see www.chapa.org) includes a comprehensive catalogue of common funding sources. It includes grants, loans, and financing tools for predevelopment activities; affordable homeownership, rental housing, and housing for seniors and special needs; and preservation of existing affordable housing.

- **Strengthen code enforcement**

For communities where property maintenance and absentee ownership are significant issues, more vigorous and consistent code enforcement programs can help improve property. Advanced publicity alone may encourage improvements. It is less heavy handed to temper the “sticks” of code enforcement with the “carrots” of rehab loans or grants, technical assistance, or other types of help and support.

Local Production Initiatives

- **Develop an Affordable Housing Plan under 40B Planned Production Program**

The state provides an option for communities to exercise greater control over housing development based on an Affordable Housing Plan and progress toward achieving the 10% goal. Communities develop a plan pursuant to DHCD guidelines and request certification of compliance by demonstrating that low and moderate income housing has increased by at least $\frac{3}{4}$ of one percent of total year round housing units during the calendar year for which certification is requested. Once they are certified, they may deny comprehensive permit applications for a year; if they have produced 1.5%, they may deny applications for two years.

The plan must include a needs assessment, housing goals, strategies, and a description of use restrictions. Communities may use existing plans in part or in total, but must

include a summary document in the appropriate format. *Guidelines for Planned Production Regulation 760 CMR 31.07 (1)(i)* are available at www.mass.gov/dhcd along with samples of local plans that have received certification.

- **Local Initiative Program (LIP)**

The Local Initiative Program (LIP) is a state housing initiative designed to encourage communities to produce low and moderate income housing. The program operates through state regulation (760 CMR 45.00 et. seq.) and agency-issued *Guidelines*. Communities may produce units eligible for the Chapter 40B subsidized housing inventory through local zoning or other agreement with the developer (see "Local Initiative Units," 760 CMR 45.03). Projects with a minimum of 25% affordable units for households at or below 80% of median income, or 20% of affordable units for households at or below 60% of median income that require the issuance of a Comprehensive Permit are also eligible for inclusion in the inventory through the "Local Initiative General Program" (760 CMR 45.05).

These options offer communities an opportunity to tailor programs to local needs and to get credit toward 40B for housing units meeting the statutory qualifications. In addition to meeting the affordability criteria above, the units must be subject to use restrictions and be sold/rented using affirmative marketing procedures.

The LIP program options could be used to promote accessory apartments, housing above stores, mixed-use development, infill, adaptive reuse, substantial rehabilitation, or other types of housing. The program is especially useful in supporting small, relatively low density, scattered site development consistent with community character as an alternative to large-scale housing development.

Applications and information are available in the 40B section of the DHCD website at www.mass.gov/dhcd.

SAMPLE BY-LAW ADDENDUM

TOWN OF BARNSTABLE ACCESSORY DWELLING UNIT & AMNESTY PROVISIONS

ARTICLE LXV - Comprehensive Permits for Pre-Existing and Unpermitted Dwelling Units and for New Dwelling Units in Existing Structures.

1.0: Intent and Purpose.

1.1 The intent of this Ordinance is to provide an opportunity to bring into compliance many of the currently unpermitted accessory apartments and apartment units in the Town of Barnstable, as well as to encourage the use of existing dwellings to create additional affordable housing.

1.2 This Ordinance recognizes that although unpermitted and unlawfully occupied, these dwelling units are filling a market demand for housing at rental costs typically below that of units which are and have been, lawfully constructed and occupied.

1.3 It is in the public interest and in concert with its obligations under state law, for the Town of Barnstable to offer a means by which so-called unpermitted and illegal dwelling units can achieve lawful status, but only in the manner described below.

1.4 It is the position of the Town of Barnstable that the most appropriate mechanism for allowing for the conversion of unlawful dwelling units to lawful units is found in GL c.40B, ss. 20-23, the so-called “Comprehensive Permit” program. This provision of state law encourages the development of low and moderate-income rental and owner occupied housing and provides a means for the Board of Appeals to remove local barriers to the creation of affordable housing units. These barriers include any local regulation such as zoning and general ordinances that may be an impediment to affordable housing development.

1.5 The Local Comprehensive Plan states that the town should commit appropriate resources to support affordable housing initiatives. Under this ordinance, the town commits the following resources to support this affordable housing initiative:

- a. Waiver of fees for the inspection and monitoring of the properties identified under this ordinance;
- b. Designation of town staff to assist the property owner in navigating through the process established under this ordinance;
- c. To the extent allowable by law, the negative effect entailed by the deed restriction involved will be reflected in the property tax assessment, and

d. To assist property owners in locating available municipal, state and federal funds for rehabilitating and upgrading the properties identified under this ordinance

1.6 The Local Comprehensive Plan supports, in conjunction with a variety of other strategies, the conversion of existing structures for use as affordable housing.

1.7 Through the creation of a local Chapter 40B program, which uses state and federal subsidies, the town can create a mechanism to utilize existing structures for the creation of affordable housing units that is consistent with the town's identified housing needs.

2.0: Creation of Local Chapter 40B Program:

As part of the town's efforts to create the type of affordable housing that best meets the needs of the town and its residents, the town manager and staff designated by the town manager, shall establish a screening process and criteria for the preexisting and unpermitted units described herein, as well as for new units in existing structures, as part of a local Chapter 40B program which program will provide the state or federal subsidy necessary to establish standing under Chapter 40B for units being created and/or permitted in existing dwellings and structures.

3.0: Amnesty Program

Recognizing that the success of this Ordinance depends, in part, on the admission by real property owners that their property may be in violation of the zoning ordinances of the town, the town hereby establishes the following Amnesty Program:

3.1: The threshold criteria for units being considered as units potentially eligible for the Amnesty Program are:

a) Real property containing a dwelling unit or dwelling units for which there does not exist a validly issued variance, special permit or building permit, does not qualify as a lawful, non-conforming use or structure, for any or all the units, and that was in existence on a lot of record within the Town as of January 1, 2000; or

b) Real property containing a dwelling unit or dwelling units which was in existence as of January 1, 2000 and which has been cited by the Building Department as being in violation of the zoning ordinance and

(c) The property owner has the burden of demonstrating to the Building Commissioner that the criteria in either paragraphs (a) and/or (b) have been satisfied.

d) If any dwelling unit or units identified herein are occupied during the period of time when amnesty is in effect, said unit must be inspected by the entity

designated by the town manager and found to be in conformance with the State Building Code and State Sanitary Code.

3.2: Procedure for Qualifying for Amnesty for Units that Meet Threshold Criteria:

- a) The unit or units must either be a single unit accessory to an owner occupied single family dwelling or one or more units in a multifamily dwelling where there exists a legal multifamily use but one or more units are currently unpermitted;
- b) The unit(s) must receive a site approval letter under the town's local chapter 40B program;
- c) The property owner must agree that if s/he receives a comprehensive permit, the unit or units for which amnesty is sought will be rented to a person or family whose income is 80% or less of the Area Median Income (AMI) of Barnstable-Yarmouth Metropolitan Statistical Area (MSA) and shall further agree that rent (including utilities) shall not exceed the rents established by the Department of Housing and Urban Development (HUD) for a household whose income is 80% or less of the median income of Barnstable-Yarmouth Metropolitan Statistical Area. In the event that utilities are separately metered, the utility allowance established by the Barnstable Housing Authority shall be deducted from HUD's rent level.
- d) The property owner must agree, that if s/he receives a comprehensive permit, that s/he will execute a deed restriction for the unit or units for which amnesty is sought, prepared by the Town of Barnstable, which runs with the property so as to be binding on and enforceable against any person claiming an interest in the property and which restricts the use of one or more units as rental units to a person or family whose income is 80% or less of the median income of Barnstable-Yarmouth Metropolitan Statistical Area (MSA).
- e) Upon receiving the site approval letter under 3.2(b) above, the property owner shall within three (3) months file an application for a comprehensive permit under the local Chapter 40B program with the Barnstable Zoning Board of Appeals.

3.3: Obtaining Amnesty and Duration.

- a) No zoning enforcement shall be undertaken against any property owner who demonstrates that s/he meets the threshold criteria under section 3.1 and further demonstrates that s/he is proceeding in good faith to comply with the procedures under Section 3.2 to obtain a comprehensive permit.
- b) Any protection from zoning enforcement under this ordinance shall terminate when: 1) A written determination is issued under the local Chapter 40B program that the criteria under Section 3.2 and the local Chapter 40B program cannot be

satisfied; or 2) it is determined that the property owner is not proceeding diligently with his/her Chapter 40B application; or 3) the property owner's Chapter 40B application is denied. A person is deemed "not to be proceeding diligently" if s/he does not receive a comprehensive permit within twelve months from the date of issuance of the site approval letter under the local Chapter 40B program.

c) This amnesty program shall be reviewed by the town council no later than October 1, 2003.

4.0: New Accessory Units in Single Family Owner Occupied Dwellings.

For a proposed new unit to be eligible for consideration under the local chapter 40B program, it must be a single unit accessory to an owner occupied single-family dwelling and comply with the following:

a) The unit(s) must receive a site approval letter under the town's local chapter 40B program;

b) The property owner must agree that if s/he receives a comprehensive permit, the accessory dwelling unit will be rented to a person or family whose income is 80% or less of the Area Median Income (AMI) of Barnstable-Yarmouth Metropolitan Statistical Area (MSA) and shall further agree that rent (including utilities) shall not exceed the rents established by the Department of Housing and Urban Development (HUD) for a household whose income is 80% or less of the median income of Barnstable-Yarmouth Metropolitan Statistical Area. In the event that utilities are separately metered, the utility allowance established by the Barnstable Housing Authority shall be deducted from HUD's rent level.

c) The property owner must agree, that if s/he receives a comprehensive permit, that s/he will execute a deed restriction for the unit, prepared by the Town of Barnstable, which runs with the property so as to be binding on and enforceable against any person claiming an interest in the property and which restricts the use of the one unit as a rental unit to a person or family whose income is 80% or less of the median income of Barnstable-Yarmouth Metropolitan Statistical Area (MSA).

d) Upon receiving the site approval under 4(a) above, the property owner shall file an application for a comprehensive permit under the local Chapter 40B program with the Barnstable Zoning Board of Appeals.

5.0: Quarterly Reporting.

The Town Manager shall report to the Town Council no less than quarterly as to the use of this ordinance, paying particular regard to the level of participation.

Approved by a vote of the Town Council on November 16, 2000, by a rollcall vote of 9 Yes 1 Abstain.

**Proposed Scituate Zoning Bylaw Revision – 3/13/04 Annual Town Meeting
REVISE AFFORDABLE ACCESSORY DWELLING PROVISIONS**

1. Amend Section 200, Definitions, by adding the following new definitions:

Affordable Accessory Dwelling

An accessory dwelling that is affordable to and occupied by a low- or moderate-income household, meets the definition of low- or moderate-income housing at 760 CMR.30.02, and is eligible for inclusion in the Chapter 40B Subsidized Housing Inventory through the Local Initiative Program.

Low- or Moderate-Income Household

A household with income at or below 80% of area median income, adjusted for household size, for the metropolitan or non-metropolitan area that includes the Town of Scituate as determined annually by the U. S. Department of Housing and Urban Development (HUD).

Local Initiative Program

A program administered by the Massachusetts Department of Housing and Community Development (DHCD) pursuant to 760 CMR 45.00 to develop and implement local housing initiatives that produce low- and moderate-income housing.

Maximum Affordable Rent

Monthly rent, exclusive of utilities, that does not exceed 30% of the monthly income of a household earning 70% of area median income based on household size, except that if the dwelling unit receives a state, federal or local subsidy, the maximum rent may be as allowed by the subsidy program so long as the tenant share of rent does not exceed 30% of the monthly income.

Subsidized Housing Inventory

The Department of Housing and Community Development Subsidized Housing Inventory provided in 760 CMR 31.04.

Qualified Renter

A low or moderate-income household that rents and occupies an affordable accessory dwelling unit.

2. Delete the present Sections 530.5 and 530.6 and replace them with the following:

530.5 Affordable Accessory Dwellings

A. Purpose

The purposes of this bylaw are to encourage accessory dwellings that are affordable to low or moderate-income households and that qualify for inclusion in the Subsidized Housing Inventory under G.L. c.40B, Sections 20-23, as low- or moderate-income housing units.

B. Applicability

An affordable accessory dwelling shall be permitted in the A-1, A-2 and A-3 Residence Districts and the Business District provided that the dwelling complies with the requirements of this bylaw.

C. Relationship to Site Plan Review

An application for an affordable accessory dwelling permit shall be subject to site plan review under Section 730.

D. Basic Requirements for Affordable Accessory Dwellings

The following requirements apply in all zoning districts in which an affordable accessory dwelling is permitted:

1. No more than fifteen new permits for affordable accessory dwellings shall be issued in a single calendar year.
2. The affordable accessory dwelling must comply with low- or moderate-income housing regulations and guidelines of the Local Initiative Program (LIP), 760 CMR 45.00, et seq., in effect on the date of application for a building permit.
3. The affordable accessory dwelling must be rented to and occupied by a qualified renter as defined in Section 200.
4. The monthly rent shall not exceed the maximum affordable rent for a household of appropriate size for the accessory dwelling unit.
5. The affordable accessory dwelling shall be secured by an affordable housing use restriction or a regulatory agreement and declaration of restrictive covenants effective for a minimum of fifteen (15) years, recorded at the Registry of Deeds, in a form that meets the approval requirements of the Local Initiative Program.
6. The owner of the structure with an affordable accessory dwelling shall certify annually to the Scituate Housing Authority or its designee, or another entity determined by the planning board, that the dwelling is occupied by a qualified renter and the rent is

equal to or less than the maximum affordable rent. Failure of the owner to comply shall be deemed a violation of this bylaw and subject to the enforcement provisions of Section 930.

7. The affordable accessory dwelling shall clearly be a subordinate part of the single-family dwelling or business use.
8. Two private off-street parking spaces shall be available for use by occupants of each affordable accessory dwelling.
9. The affordable accessory dwelling must be designed so that the appearance of the building remains unchanged to the maximum extent practical. Unless otherwise required by the Massachusetts Building Code, any new exterior stairs needed to provide primary or secondary means of egress for the affordable accessory dwelling shall be located on the side or rear of the building.
10. The design and size of the affordable accessory dwelling shall conform to all applicable standards in the building, plumbing, electrical, mechanical, fire, health and any other applicable codes
11. The septic system serving the lot shall meet current Title V regulations and shall be reviewed and approved by the board of health.

E. Additional Requirements for Affordable Accessory Dwellings in a Residence District

In addition to the requirements of 530.5 (D), an affordable accessory dwelling permitted in a Residence District must meet the following:

1. The accessory dwelling must be located within the interior of and under the same roof as a single-family home or in a structure attached thereto, except that on conforming lots in Residence A-1 and A-2, the accessory dwelling may be located in a detached structure on the same premises as a single-family home, such as a garage or barn.
2. The lot must conform to the minimum lot area, width and frontage requirements of Section 610.
3. Not more than one affordable accessory dwelling unit shall be permitted in a single-family home or in an attached or detached structure on the same premises.
4. For an affordable accessory dwelling in a single-family home or on the same premises as a single-family home, the owner must occupy one of the units as a permanent legal residence.
5. The living space in an affordable accessory dwelling shall not exceed a maximum of seven hundred and fifty square feet or forty percent of the gross floor area of the

single-family home, whichever is greater, and shall contain no more than two bedrooms. For purposes of this section, the computation of maximum floor area shall be limited to the principal residence and shall exclude the floor area in an attached or detached structure.

F. Additional Requirements for Affordable Accessory Dwellings in a Business District

In addition to the requirements of 530.5 (D), an affordable accessory dwelling permitted in a Business District must meet the following:

1. No more than three affordable accessory dwellings may be permitted created in any one building.
2. The dwelling must be located above the first floor or street level of a structure used principally for businesses, except that one affordable accessory dwelling may be located on the first floor if:
 - a. The primary entrance to the dwelling is on an elevation other than the front elevation facing the street, and
 - b. The dwelling unit has direct access to the parking spaces associated with it, and
 - c. The unit is accessible to persons with disabilities, determined by the building commissioner to meet applicable regulations of the Massachusetts Architectural Access Board for dwelling unit interiors, entrances, accessible routes and parking, and
 - d. The unit is occupied by a qualified renter household with one or more persons with disabilities or a qualified renter household of persons over fifty-five years of age.

G. Affordable Accessory Apartment by Special Permit

1. The planning board may waive the requirements of Section E or Section F above by issuing a special permit for an affordable accessory dwelling. Application for a special permit for an affordable accessory dwelling shall be in accordance with the procedures of Section 530.3.
2. The planning board retains the right to revoke a special permit issued hereunder if the applicant violates any provision of this Bylaw or any condition imposed upon the issuance of the special permit. Revocation may occur only after a hearing held on notice to the applicant.

H. Occupancy Permit

1. No occupancy permit shall be issued for an affordable accessory dwelling until the applicant submits the following documentation to the Planning Board, who shall notify the Building Commissioner that it has been provided:
 - a. A copy of the affordable housing use restriction or regulatory agreement and declaration of restrictive covenants, signed by the owner and the town, the original of which must be filed at the Registry of Deeds.
 - b. A certificate of approval from the Massachusetts Department of Housing and Community Development.
 - c. A notarized affidavit from the owner of the property, verifying that the unit will be occupied by a qualified renter, that the owner will provide annual certification of compliance with this bylaw as required in Section D.6 above, and in the case of an affordable accessory dwelling in a single-family home, that the owner will occupy one of the dwelling units on the premises except in bona fide emergencies.
3. Amend Sections 420.1 and 420.2 as follows below:

Section 420.1 Permitted Uses

Insert after subsection J a new subsection K with the following words, and re-letter the existing subsections K-M as L-N:

- K. Affordable accessory dwelling, subject to Section 530.5

Section 420.2 Uses Permissible by Special Permit

Insert new sections O and P, as follows:

- O. Accessory dwelling, subject to Section 530
P. Affordable accessory dwelling, subject to Section 530.5 G

SOURCES AND RESOURCES FOR MORE INFORMATION

The Matrix of Strategy Recommendations and information on techniques draw heavily on other sources, including *Taking the Initiative: A Guidebook on Creating Local Affordable Housing Strategies* and other documents prepared by Citizens' Housing & Planning Association (CHAPA); the Department of Housing and Community Development; and the Massachusetts Housing Partnership (MHP). Communities are urged to consult these and other sources for additional helpful information and assistance. Listed below are places to go for more information:

- MAPC, *Local Housing Checklist*, at www.mapc.org
- Citizens' Housing & Planning Association (CHAPA) provides many useful resources, especially *Taking the Initiative: A Guidebook on Creating Local Affordable Housing Strategies*. Call (617) 742-0820 or visit www.chapa.org
- Department of Housing and Community Development, www.state.ma.us/dhcd
- Mass. Housing Partnership (MHP) for project-specific technical assistance, identification & packaging of financial resources, rental financing, homeownership programs, technical publications, examples of innovative local initiatives, and more. Visit www.mhp.net or call (617) 338-7686.
- MassHousing is the state affordable housing bank. Lends at below market rates to support rental and homeownership opportunities for low-to-moderate income households in Massachusetts.
- For information on expiring use properties, contact CEDAC at (617) 727-5944 or www.cedac.org.

